

# **PROACTIVITY IN INFORMATION MANAGEMENT: EFFECTIVE TOOLS AND TECHNIQUES**

## **PROCEEDINGS OF THE DEFENSE TECHNICAL INFORMATION CENTER (DTIC) WORKSHOP**



**Sponsored by the  
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**October 19-20, 1994  
Orlando, Florida**

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# PROACTIVITY IN INFORMATION MANAGEMENT: EFFECTIVE TOOLS AND TECHNIQUES

**Defense Technical Information Center (DTIC) Workshop**

**October 19-20, 1994  
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## AGENDA

**Wednesday 19 October 1994**

- 0830 - 0915      Welcome Address  
                    Mr. R. Paul Ryan and Mr. Thomas Hermann
- 0915 - 1015      Users or Clients? Delivering Quality Information  
                    Services to Industry  
                    Dr. Maria Joaquina Barrulas, and Dr. T. D. Wilson
- 1015 - 1100      Break
- 1100 - 1200      Effective Information Marketing/Sales  
                    Ms. Karen Ginter
- 1200 - 1400      Lunch
- 1400 - 1500      What's in it for Me? How to Create a Value  
                    Proposition for Libraries  
                    Ms. Corilee Christou
- 1500 - 1530      Break
- 1530 - 1630      Creating a Marketing Plan  
                    Mr. Gerd Tittlbach

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## **AGENDA (Cont'd)**

### **Wednesday 19 October 1994**

1630 - 1730      Resources Required for a Successful Marketing Program  
Ms. Christine A. Olson

### **Thursday 20 October 1994**

0830 - 0930      Current and Emerging Technologies Pertinent to Marketing  
Mr. Scott Wildemuth

0930 - 1030      Methods of Advertising  
Ms. Grace McCarty

1030 - 1115      Break

1115 - 1215      Establishing Fees for Services  
Ms. Joan Gervino

1215 - 1400      Lunch

1400 - 1600      Panel Discussion  
Putting Theory to Practice: The UK Experience at DRIC

\*Dr. Michael H. Walshaw

Putting Theory into Practice at the Naval Surface Warfare Center (NSWC)

\*Dr. J. Marshal Hughes

Promoting the use of Electronic Information in Europe: The Role of the Portuguese National Awareness Partner

\*Dr. Ana Maria Ramalho Correia

\* Dr. Maria Joaquina Barrulas

Putting Theory to Practice: The Defense Technical Information Center (DTIC) Experience

\*Ms. Maureen Malone

## Welcome Address

by

R. Paul Ryan, Deputy Administrator, Defense Technical Information Center (DTIC), Alexandria, Virginia

Welcome to this workshop on proactivity. I would like to take a few minutes to discuss the genesis of this workshop.

In April 1992, the Technical Information Panel (TIP) of the Advisory Group for Aerospace Research and Development (AGARD), an organization of NATO, held a workshop to develop a research agenda on issues related to scientific and technical information management and policy.

In developing this research agenda, the TIP desired not only to identify key developments and issues within information science programs, but also to make recommendations for further research and study to provide a better understanding of problems and issues.

The TIP considered this workshop to be of extreme importance, not only because it evoked and represented responses at individual, organizational, national and international levels, but because it provided an international agenda for research in STI issues. This, in turn, will enhance aerospace management, dissemination, and use of scientific, technical and defense research and development through more effective information.

One research topic that resulted from this workshop was the marketing of information services and products within the context of information resources management and meeting the needs of the target audiences.

The TIP members considered this to be an appropriate and timely topic to pursue within the framework of their charter. The marketing of support and services was considered extremely important in view of decreasing budgets and reduced personnel resources.

However, the marketing of STI support and services will also help in other research topics such as perceived versus actual barriers to information access. Another topic within the research agenda is access to information services in the workplace, and the impact of spiraling costs and declining budgets on the ability of information centers to provide access to information services on both a short-term and long-range basis.

Notwithstanding the topics generated by the research agenda workshop, the more we can market and sell our services to our organizations and our users, the more will they support us with funds and personnel.

But what is marketing? Marketing is a process of activities that fosters an exchange between two parties. One party has something that the other party wants...and an exchange takes place. Marketing facilitates the exchange process by ensuring that one party has what the other party is willing to enter into for an exchange.

Providing information service poses a particular problem. Information service is intangible, hence if you can't see it, how do you market it.

How do you go about convincing a potential customer that your service deserves an exchange? As our economies become more reliant on services rather than products, established marketing management tools have been adapted to the unique conditions surrounding the successful exchange of services.

A successful marketing program requires a commitment to proactivity. Many information professionals understand that the answer lies in proactivity, but they limit proactivity to going out and selling. However, proactivity must be considered in the total context of marketing. Marketing is about understanding what people want from information services and what they are willing to exchange to get what they want, be it money, time, or convenience. Marketing for the information professional is about shaping information services to entice people to make an exchange.

Information centers must make their potential customers aware of the services and support they can provide. No matter how high-quality your products and services may be, information providers who are passive in promoting their wares can soon find themselves with a stagnant, or a shrinking user base.

Frequently, staff at information centers lack the background and training necessary to successfully develop and institute proactive marketing strategies. The sessions at this workshop are structured to acquaint you with proactive marketing techniques, including the creation of a basic marketing and business plan for your information center.

This workshop will not only review current traditional marketing techniques, but also provide an insight into how new technologies can be used to increase user awareness.

Hopefully, your attendance at this workshop will allow you to gain the requisite knowledge to institute a marketing plan, to gain support for the information center and to increase usage of products by users.

So, I welcome you to the DTIC Workshop. Before I introduce the first speaker, I will ask Tom Hermann to provide us with some administrative remarks about the conduct of the workshops, such as coffee breaks, lunches, etc.

**USERS OR CLIENTS? DELIVERING QUALITY  
INFORMATION SERVICES TO INDUSTRY**

**BY**

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**and**

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## **Introduction:**

Information has been traditionally considered a "free good", Library and Information Centre clients have been called "users", certainly because they were allowed to use the facilities available without having to pay.

When information began to be seen as a resource with economic value, the use made of that resource also information available and of interest for the development of business activity of companies in industry, and a "promotion sub-system", designed to overcome the lack of information consciousness among the companies surveyed and the absence of the concept of information management in many small firms.

One of the most important tasks of an information manager is designing and implementing information systems to fulfil client or customer needs in any organisation. Understanding the customer is to discover his/her information-seeking behaviour, or his/her "consumer habits" and many times to help him/her to express as information needs what might be perceived only as a problem to resolve.

In the information science literature, the study of library and information customer is still mostly referred to as "user studies" and is one of the most popular research areas among librarians and information scientists. Patterns of user behaviour related to information seeking and use have been identified for various specific groups (Dervin & Nilan, 1986, Hewins, 1990). In the aerospace field, a major project aiming at determining information-seeking habits and practices of aerospace and aeronautic engineers and scientists has been carried out jointly by Indiana University Centre for Survey Research and NASA Langley Research Centre, since 1988. The study began with a survey of American engineers and scientists, and later extended to other countries such as India, Israel, Japan, Russia, The Netherlands and more recently also to Portugal (Pinelli, 1989, 1990, 1992,) (Soveral, et al. 1994).

However, very few librarians and information managers use these studies and investigations to improve, reshape or completely reorganise their services. In other business activities companies survey their clients, markets and competitors regularly and a market report is a critical management tool. A market study is a regular exercise that companies carry out in order to keep

track of their market share, to explore new market segments or to test new products and services. This type of exercise is a purposeful activity aimed at improving or changing the way a company does business, having in mind the achievement of the best possible performance ratios.

In this paper these issues are considered in the context of a recently completed investigation of the information delivery system for the electrical and electronics in Portugal, and ideas drawn from the concept Total Quality Management are used to suggest how information services need to adapt to overcome the deficiencies perceived by their clients and potential clients.

## **2. How to deliver quality information services to industry?**

This question might express the concerns of a particular information centre manager wishing to extend his market coverage or, in the other hand might reflect the intention of a policy-maker to develop a national industrial sector. Considered at this level the problem is mostly related with perceived difficulties (e.g., bottle-necks) in the flow of scientific and technical information from "knowledge producers/creators" to the "world of practice".

In this study the investigation was conducted in the context of an information policy research project and aimed at to establish a picture of the present information transfer system to industry at a macro, trans-organisational level and to devise a model of a system to improve knowledge diffusion and information transfer to industry.

### **2.1 Methodological aspects**

A systems approach is, in our opinion the most appropriate for looking at and gaining a full understanding of such a problematic situation. The identification of problem areas existing in a given situation perceived as problematic is done by breaking down problems without losing track of the whole.

The methodological framework of this research was Checkland's Soft Systems Methodology. Briefly, SSM is a problem-identification problem-solving methodology that has been developed and widely used in the UK for

structuring diffuse and unstructured problems perceived to exist in the context of a human activity system.

A human activity system is one in which human beings carry out activities so linked together that they constitute a purposeful whole. However, because there are always multiple possible descriptions of any real purposeful activity, a human activity system is meaningful only within a declared "Weltanschauung" or world-view, (Checkland, 1988). The very nature of human activities is likely to give rise to "fuzzy", ill-structured or "soft" problem situations, where hard systems methodologies, designed to help solve structured and well-defined problems, do not apply.

Fig. The methodology in summary (after Checkland, 1981)

In soft systems, the design phase is the design of a change, not the design of the system to be engineered, as it is in the hard systems methodology. The design activity in a soft systems approach applies only to a specific situation, in a given time and with particular people involved. Action to improve the situation (the last stage of the methodology) is taken only after the changes proposed are accepted as both feasible and desirable by the actors involved.

### **3. Research undertaken**

Taking SSM as a framework of analysis, we concentrated on a particular segment of the industry to deepen the analysis and to narrow the field of the investigation to a dimension manageable by an independent researcher, maintaining at the same time a holistic perspective.

The fieldwork involved interviewing heads of information centres and information units in various existing government departments within the ministry of industry, entrepreneurial associations, university and R&D institutions libraries, to collect data on existing systems for information delivery to industry. To obtain user/client views on the subject a total of 25 industrial companies of the Electric and Electronic sector were visited and 65 interviews were carried out with senior and middle managers.

### **3.1. The strategic importance of electric and electronics**

The choice of the industrial sector was based upon several criteria: relative economic significance in the country's economy, potential for growth, government supporting schemes, how integrated with the rest of the industry and how much knowledge-based the sector is. The Electric and Electronic Industries embrace several of these criteria: are a very broad sector grouping production areas such as electrical equipment, telecommunications equipment and services, and consumer electrical and electronic goods. The segment of electronics and information technology, is becoming particularly relevant in the growth of national economies because of their external effects on the economy in general. Electronic components are basic for any electronic equipment or system, and hardware, software, telecommunications equipment and services, office and industrial automation applications are the "infrastructure" that facilitates the development of the whole industry and contributes to the economic competitiveness of a country. These enabling characteristics make the electronics and information technologies strategic industries.

### **3.2 The Electric and Electronic Industries in Portugal**

The Electric and Electronic Industries in Portugal represented in 1992, 1.14% of the GDP, 10.2% of national export of goods, and 0.8% of the active population. Within the manufacturing industries, this sector expresses 5.9% of GDP, 11% of industrial exports and 3% of the employment (ANIMEE, 1993).

### **3.3. Aerospace activities in Portugal**

Aeronautics and aerospace activities have a long tradition in Portugal, with pioneer flights to the former colonies around the world and crossings of the south Atlantic, in the 1920's and 1930's. During the 1950s and 1960s a maintenance and overhaul activity developed and there is now a sizeable group of qualified technicians working in the sector.

Estimates of 1990 mention some 5,000 engineers and technicians employed by the two larger companies of the sector and less than 100 people involved in R&D activities in this field. However, in 1991 there was a boost in the

sector, with the creation of a consortium of Portuguese firms and several R&D Institutions and a UK university to start a programme for launching communications satellites for scientific and commercial uses (Soveral, et al. 1994).

#### **4. Research findings**

##### **4.1 The industry sector as seen by the actors**

The interviewees in each company were asked to express their opinion about the industrial sector they work in, present situation and perspectives for the future. In general, the respondents showed a clear notion that the sector has difficulties, and some potential for improvement. Nevertheless, various structural, market-related and historical aspects were identified by the respondents as weaknesses of the industry.

**Structural weaknesses** are, to start with, the country's basic infrastructures such as communications and telecommunications networks, the power supply system that are improving but where there is still much to be done.

A small and resourceless R & D system is associated with the technological backwardness of industry and for the poor level of technology transfer: the educational system also suffers from a lack of resources and a non-technological curriculum orientation is blamed for not having provided the necessary skilled and qualified personnel, to meet industry needs. These are strong limitations upon industry improvement and growth in general, and in particular for the Electric and Electronics sector.

**Low investment capacity** in an industry that is capital intensive is pointed out as being another important weakness. Technological enhancement and obsolescence occur at an enormous rate, which means that to keep pace with new technology, a high investment capacity is demanded.

A majority of **small companies** with **poor organisation and management** capacity are other named limitations.

In the category of **market-related weaknesses** are the **internal market size** and the **difficulties of entering the external market**.

The size of the internal market is not only a consequence of the country's smallness, but it is also a result of a small internal demand and both factors prevent scale economies in the industry. The difficulty in entering foreign markets is mainly a result of poor quality standards.

The emphasis on quality is becoming a priority because it is now realised that it is one of the biggest comparative disadvantages of the Portuguese industry. However, it is also recognised that even when quality levels are similar to those of foreign products, the consumers prefer well known and long established manufacturers and producers. The lack of an international and even national reputation is strongly felt in the electronics industry.

#### **4.2 Individual Perspectives on Information Transfer for Industry**

The expression "information transfer for industry" has a very broad scope and encompasses the information content, the structures, as well as the processes through which information is disseminate among or accessed by industrial companies. In general, it is associated with initiatives launched by Public bodies as part of their policies for the development of home industries. In this study, the interviewees were asked to express their knowledge, usage and opinions about existing structures and processes for information transfer.

##### **Information transfer structures**

Information agencies are organisational structures with a mission to collect, store, process and disseminate information, and are commonly identified with libraries, and documentation or information centres. However, if traditionally these are the "places" to look for information, when we move to the world of business and industry, very seldom are they mentioned as the information sources people use regularly.

In the case of Portugal, there are many information agencies in various organisations, whose mission is to provide information for industry. It was expected that significant awareness, if not use of those agencies would exist among respondents in this industrial sector. The evidence from this study shows that there is very little awareness of available agencies and services. Only seven respondents referred to knowing and using public or private

information centres for acquiring information, none of the rest could name any.

### **Entrepreneurial associations**

Entrepreneurial associations are by and large the most well known and used information structures. And for many of the respondents they embody the very concept of "information agency", because what they expect to get from entrepreneurial associations is information, be it in form of advice, raw data or any elaborated study.

There is at present in Portugal a variety of entrepreneurial and professional associations and the evidence of this study shows that all the companies are affiliated to one or more associations.

### **Information transfer processes**

One of the objectives of this study was to get individuals' opinions about ways to improve the process of information transfer for industry, rather than to investigate individual information seeking behaviour or information gathering processes of managers in industry.

Three different, but complementary processes of information transfer were suggested by the respondents: direct contact, mediated contact and networking.

#### **Direct contact**

Direct contact is seen by some respondents as the appropriate means of improving information transfer. Several responses of the interviewees are typical examples of a passive attitude towards information. People with this kind of passiveness and dependent attitude, assume that it is the Public Organisations' responsibility to inform the companies, more than it is for the companies to look for the information they need. But this attitude also reveals an haphazard information seeking behaviour.

Nevertheless, the views expressed by the industrialists reflect an existing barrier which prevents information access and use, and that have to be

considered when conceiving ways to improve information transfer for companies.

A change of attitudes both by industrialists and public institutions was referred to by respondents who are aware that some of the problems faced by Portuguese Industry are also linked to people's attitude and behaviour, and not exclusively dependent upon improving material resources.

### **Mediated contact**

Information transfer for companies by mediated contact was the process suggested by the great majority of respondents, and the entrepreneurial associations are the preferred mediator.

The associations' ability to perform a mediator role in this process depends not only upon their own internal capacities, but also upon that of the information producers, namely the public administration and government bodies.

At the association level, more and better trained human resources and information technologies were pointed out as primary needs. Specialised information intermediaries, people trained in finding, analysing, interpreting and disseminating information of interest to companies, were acknowledged a crucial necessity if new and better information services to members are to be created.

Information technologies, on the other hand are vital for the provision of on-time information services, which was also mentioned by some of the respondents.

At the level of the main information producers, government bodies and public administration agencies, the same upgrading in structures should be done in order to enable them to make available all the information that is produced internally and should be in the public domain.

These aspects were pointed out by people who were more accustomed to look for information in the public administration departments.

### **Networking**

Networking is a process of optimising existing capacities by sharing resources and by aggregating different expertise. Some of the respondents who are already familiar with information networks, mainly informal or personal networks in academic environments or professional associations, implied or explicitly suggested the creation of a networked system to improve information transfer to companies.

Those who endorse the network system are more concerned with the scientific, technical and technological information which, in fact, is part of the knowledge transfer process that necessarily occurs when technological innovation and modernisation in industry are envisaged.

#### **4.3. Structures for information delivery**

The results of the comprehensive review of existing structures (Information Centres, information units, libraries) oriented to provide information services to industry carried out as part of this study, show that planners and policy-makers are aware of the importance of having information transfer systems. Not only the public administration bodies, but also private organisations created by entrepreneurial push, are increasingly concerned with providing their members with access to all sorts of available information.

It also shows that a poor level of co-operation and collaborative work exists between the various organisations. The lack of a unifying policy within the Ministry of Industry and Energy has given rise to disparate programmes and projects that do not always profit from previous experiences or existing resources and capacities. Harmonisation has been attempted, but failed to break resistance from a variety of bureaucratic structures.

### **5. Proposed System Model**

#### **5.1 Models of knowledge diffusion/information transfer**

Respondents in this case study clearly identified education upgrading, research and development enhancement, improvement of university-industry relationship as determinant factors for industrial modernisation.

On the other hand, the "information transfer for industry" concept was also perceived as a global process of knowledge generation and diffusion rather than a matter of just information delivery.

The model of a macrosystem to improve information transfer to electric and electronics in Portugal described below incorporates ideas developed by some prominent authors that have investigated knowledge diffusion and utilisation (Rogers, 1983, 1988, 1992, Havelock, 1973, Patton, 1988).

## **5.2 Model of the macrosystem**

The modelling phase in SSM, is a process of creating conceptual models of systems that express, assemble and structure the minimum but necessary activities implied by the formulated "root definitions" of the system and its sub-systems. The models are intellectual constructs that represent ideal expressions of organised activities and not descriptions of real world activities. However, because they are modelled according to expressed world-views about a problem situation, they embody individual judgements about possible solutions for problem-solving.

Complex problem situations are likely to demand complex problem solving systems which, in the modelling phase can be decomposed into various resolution levels. In this study, the macrosystem was decomposed into four systems: "Extension system", "Information provision and dissemination system", "Scanning system" and "Monitor and Control system".

### **Root definition of the Macrosystem (Fig. 2)**

*A system aimed at promoting technological innovation and modernisation among the electric and electronics firms, by creating the appropriate mechanisms to improve knowledge flow between knowledge production centres and users in industry. The system will operate through creating:*

*an "Extension subsystem" to promote formal and systematic co-operative links among the players in the sector;*

*an "Information provision and dissemination subsystem", that integrates existing diverse services and that inter-connects other agencies through an information network; and a "Scanning subsystem" to monitor and anticipate changes in the business environment.*

*It is assumed that the needed resources will be funded through companies' commitment to ANIMEE (the industrial association of the sector) and by governmental financing schemes.*

### **Root definition 2: "Extension system" (S1) (Fig.3)**

*A system to be owned by ANIMEE and partially supported by the Ministry of Industry, staffed by trained industrial extension agents and information intermediaries, aimed at aiding companies to solve technical, technological and management problems by helping in diagnosing them, by identifying information needs and establishing contacts with potential problem-solvers.*

An extension system is, by definition, aimed at to "extend" to remote users or consumers (the client system), knowledge, expertise or information that is created, developed, produced elsewhere (the resource system). Extension systems are highly dependent upon linkage functions: their efficiency and usefulness is related to how they create the conditions for conveying messages from one point to another, and how they ensure that messages are assimilated by potential receivers.

### **The extension agent and the information intermediary linking roles**

The extension agent and information intermediary roles were already defined in the context of the Portuguese Extension System (1984), and within the Programme for the Development of an Information System for Industry (1987).

The industrial extension agent was an intermediate agent to establish links between the companies and the various institutions that provide technical and technological assistance to industry. According to this definition the extension agent could simply become a conveyor or carrier of information without having much concern with knowledge acquisition and processing.

However, the task of establishing links between organisations and, in particular, between organisations that traditionally have more or less ignored each other, involves much more than a carrying capacity.

In today's world, communication technologies have shortened distances between information producers and information users and consumers. Nevertheless, the human intermediary still has an important role: on many occasions, social and psychological barriers prevent users from making full use of information that it is available. As shown by case study evidence, users in small companies consider that direct and personal contact is the most effective way of obtaining usable information.

The information intermediary, as well as the extension agent, is the human interface whose mission is to bridge the gap between information sources and information users and this is more than identifying and locating sources. To be effective, the information intermediary should be able to identify users' information needs, and that, in some cases, means helping the user to define his problem, which very often is a consequence of several missing pieces of information.

The information intermediary also needs to have extensive knowledge of existing information sources, and the ability to repackage data collected elsewhere in such a manner that it becomes readily usable information.

**Root definition 3: Information provision and dissemination subsystem (S2), (Fig.4)**

*A system, owned by ANIMEE, to locate information sources potentially relevant for users in company members, and to gather information available world-wide. The system operates by creating appropriate structures to collect, process, repackage and disseminate information to meet users' needs, and by creating an information network to link other agencies working in the same industrial sector. It is also a system goal to stimulate the systematic use of information by firms.*

The model emerging from root definition 3 lists the basic activities that a system for information provision and dissemination must undertake :

Create an information network for the Electric and electronics industry  
Organise activities for locating, acquiring, processing and  
disseminating information throughout users in industry  
Promote information use by companies  
Articulate with "Extension system" (S1) and "Scanning system" (S3)

Extending the analysis to lower levels, these activities were decomposed originating three other sub-systems: a **"network builder sub-system"**, which puts together resources existing in several organisations whose mission is to facilitate information transfer for companies of this particular industrial sector, a **"locator and disseminator sub-system"** whose principal goal is to locate the information available and of interest for the development of business activity of companies in industry, and a **"promotion sub-system"**, designed to overcome the lack of information consciousness among the companies surveyed and the absence of the concept of information management in many small firms.

#### **Root definition 4: Scanning subsystem (S3), (Fig.5)**

*A system aimed at creating a "Sensor Unit" in ANIMEE, specially oriented towards monitoring changes occurring in the business environment (social, economic and political), as well as scrutinising technological advancements, and trends that are likely to affect the future of Portuguese companies. The system operates by setting up a panel of experts from industry, and from academic environments as well as policy-makers to meet on a regular basis.*

The idea of creating a system to monitor business environment changes, which includes the joint participation of industrialists, academics and researchers, as well as policy-makers, emerged from a variety of world-views.

Case study findings revealed a preoccupation of managers in industry with social and political issues, namely education and industrial policies, as well as their willingness to contribute with their experience, to the design of such policies. Other models of knowledge transfer/innovation diffusion systems referred to in the literature suggest that combined efforts from various actors in the process will increase systems' performance. As Patton (1988) points out, new models for knowledge transfer/innovation diffusion should be more decentralised and flexible and adopt an "issues programming" approach to

deal with problems of public concern. This approach involves the establishment of multidisciplinary teams joining people from various working environments.

A complaint expressed by some respondents in case-study interviews, was about a lack of capacity shown by government departments to elaborate prospective and forecasting studies; studies that develop plausible projections of the drift, scope, speed and intensity of environmental change which will affect the companies and the industry as a whole. The root definition formulated for the "Scanning system" incorporates these points of view.

**Root definition 5: Monitoring and Control subsystem (S4), (Fig. 6)**

*A system to co-ordinate, monitor, manage and control all activities undertaken by the various subsystems within the macro system. The system operates by creating a central co-ordinator board and a decentralised management structure for each subsystem. Each management structure defines performance criteria, designs corrective measures and takes action to implement them.*

Monitoring and control activities are essential for the survival of any system. The very notion of system implies a need for some form of control activity to balance the demands of different activities, in such a way that they operate together and without conflict.

The minimum necessary activities of any monitor and control system, are: **monitoring**, which means to acquire information about the system; **control** or act upon, which means to decide about how to manage the system; and **implementing** actions, which means to create the mechanisms that enable the necessary corrective measures to be effective.

## **6. Conclusion**

### **What is quality in information services?**

As in any other business, quality services are those that meet customer needs and achieve customer satisfaction. A major conclusion from this study

is that, in spite of a wide range of information agencies having as their primary mission the provision of information to industry, people in companies have very low awareness of the capacities and the usefulness of those agencies.

Real and potential clients of such information agencies have not been surveyed regularly to determine information needs and preferred channels for information delivery, or even specific information products/services needing to be tailored. Just by adding the concept of quality to the mission of a particular information agency, would imply to focus on the client, customer or user.

Quality in information services means that the information provided to users should be:

- (a) appropriate, i.e., directly related to the problems with which they cope and the decisions they need to take;
- (b) accurate, i.e., containing as far can be known, "true" facts, and
- (c) timely, i.e. delivered when the user needs it to assist decision making or problem solving.

To provide accurate data in the appropriate format and within the time-limits required by each client, is more than half-way to obtaining customer satisfaction and most certainly be the goal of any information delivery services which wants a quality label.

In the case of the Portuguese electrics and electronics sector, the research findings showed that to achieve quality in information services delivery is a matter of re-thinking (re-engineering) the system, making the most of existing resources and capacities and to adding what new technological advancements are offered.

The model described above incorporates client's views and takes into account existing resources, valuing key-roles such as the industrial extension agent and information intermediary, as well as the entrepreneurial association as the organisation where such roles should be based.

The exercise also proved that methodology used is in accordance with the ultimate goal that directed the investigation: how to delivery **quality services** to industry, from the point of view of national information policy-making.

Notions of quality and Total Quality are implicit in any system modelled using SSM techniques. Every model of a systems must include a control and monitor subsystem in order to guarantee that activities are carried out in such a manner that the functioning of the system is not in danger of disruption.

The major contribution of SSM for problem-analysis and problem-solving is the breaking down of problematic areas into "structured problems", obtaining consensus about feasible and desirable changes to improve the situation, through systems and subsystems that reflect a shared world view by the actors involved. Those principles are in accordance with TQC, TQM principles.

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# S. S. M.

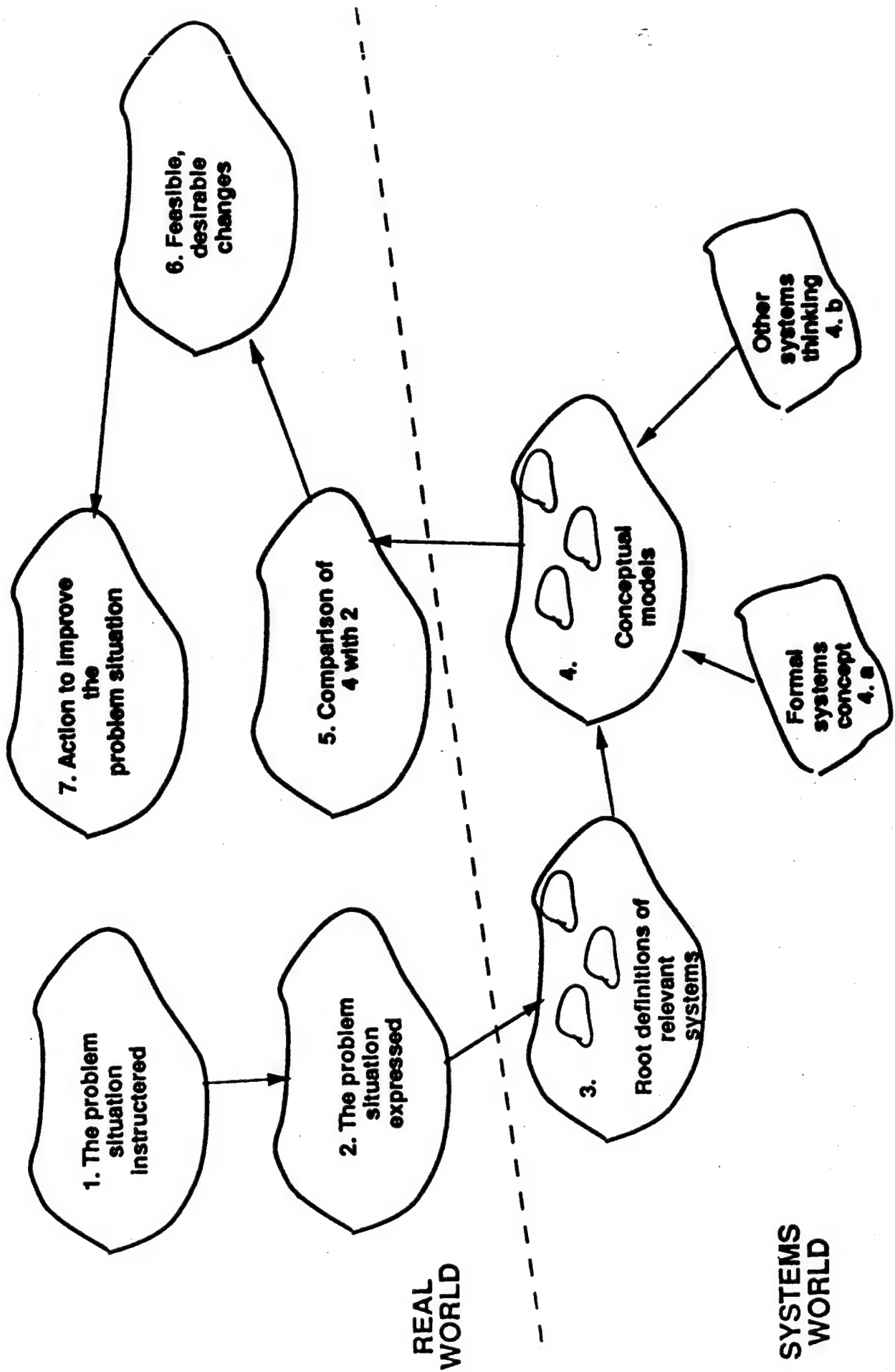


Fig. 2

# MACROSYSTEM

1st level

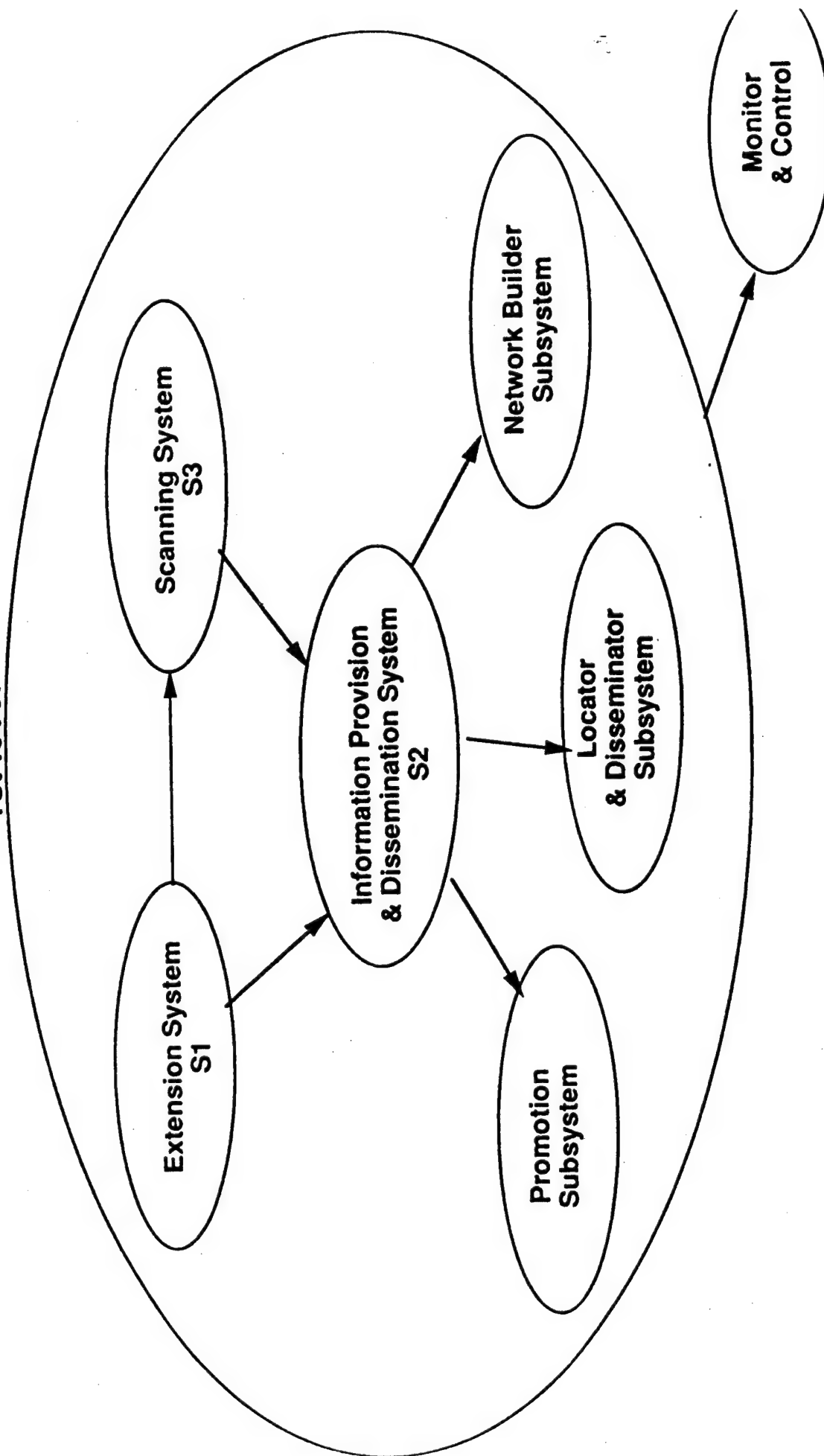


Fig. 3

# EXTENSION SYSTEM (S1)

1st level

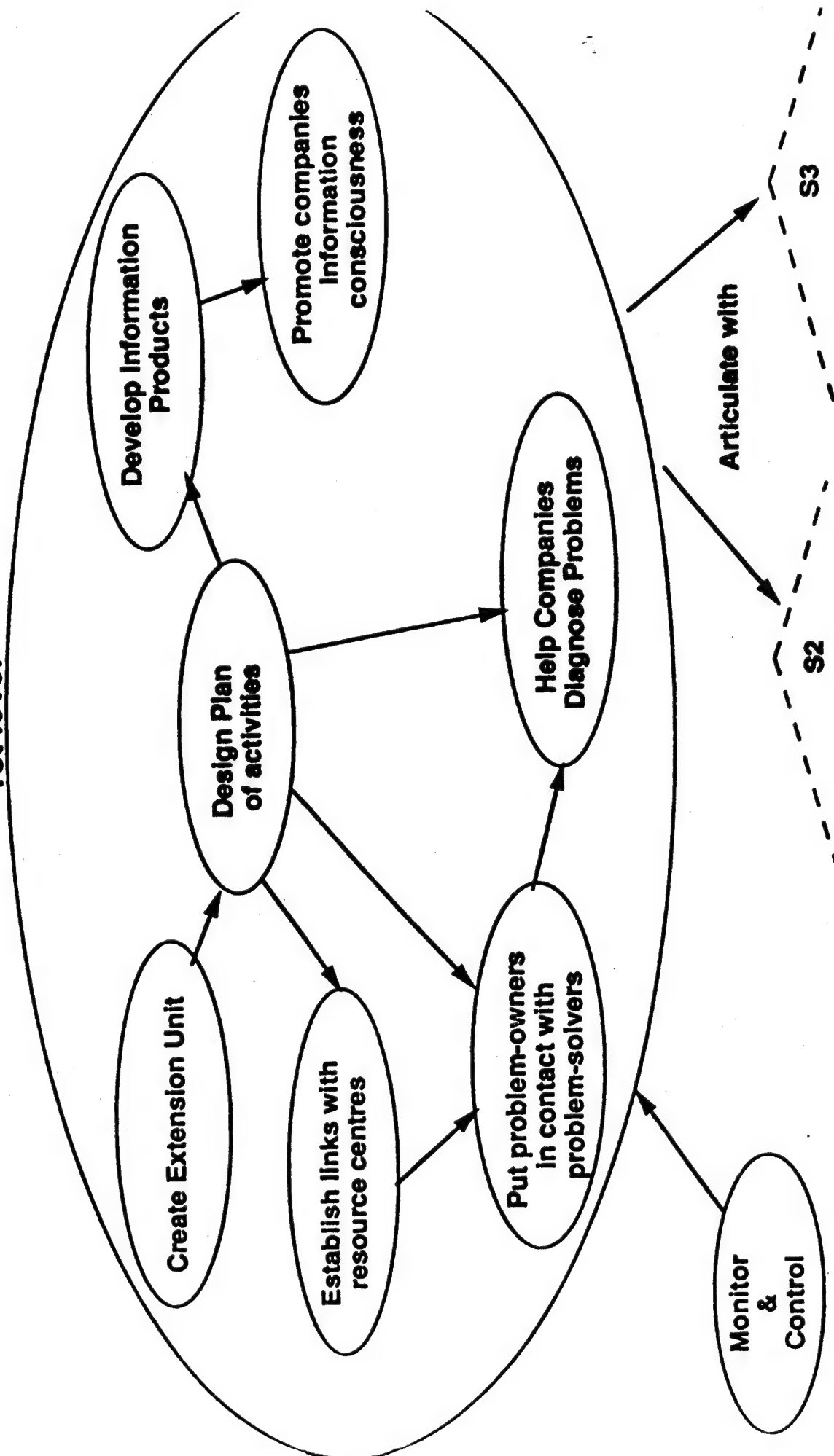


Fig. 4

# INFORMATION PROVISION AND DISSEMINATION (S2)

1st level

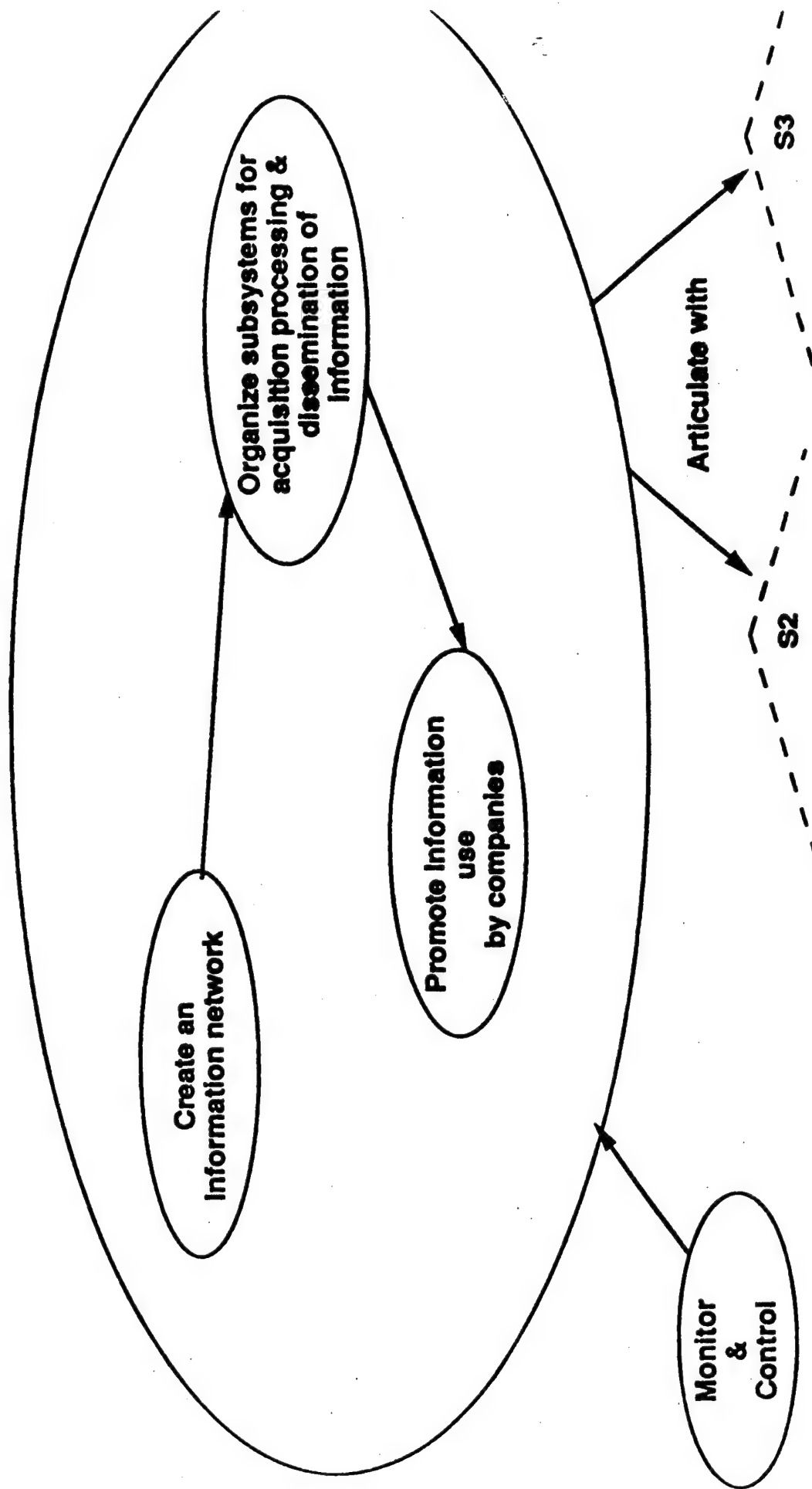
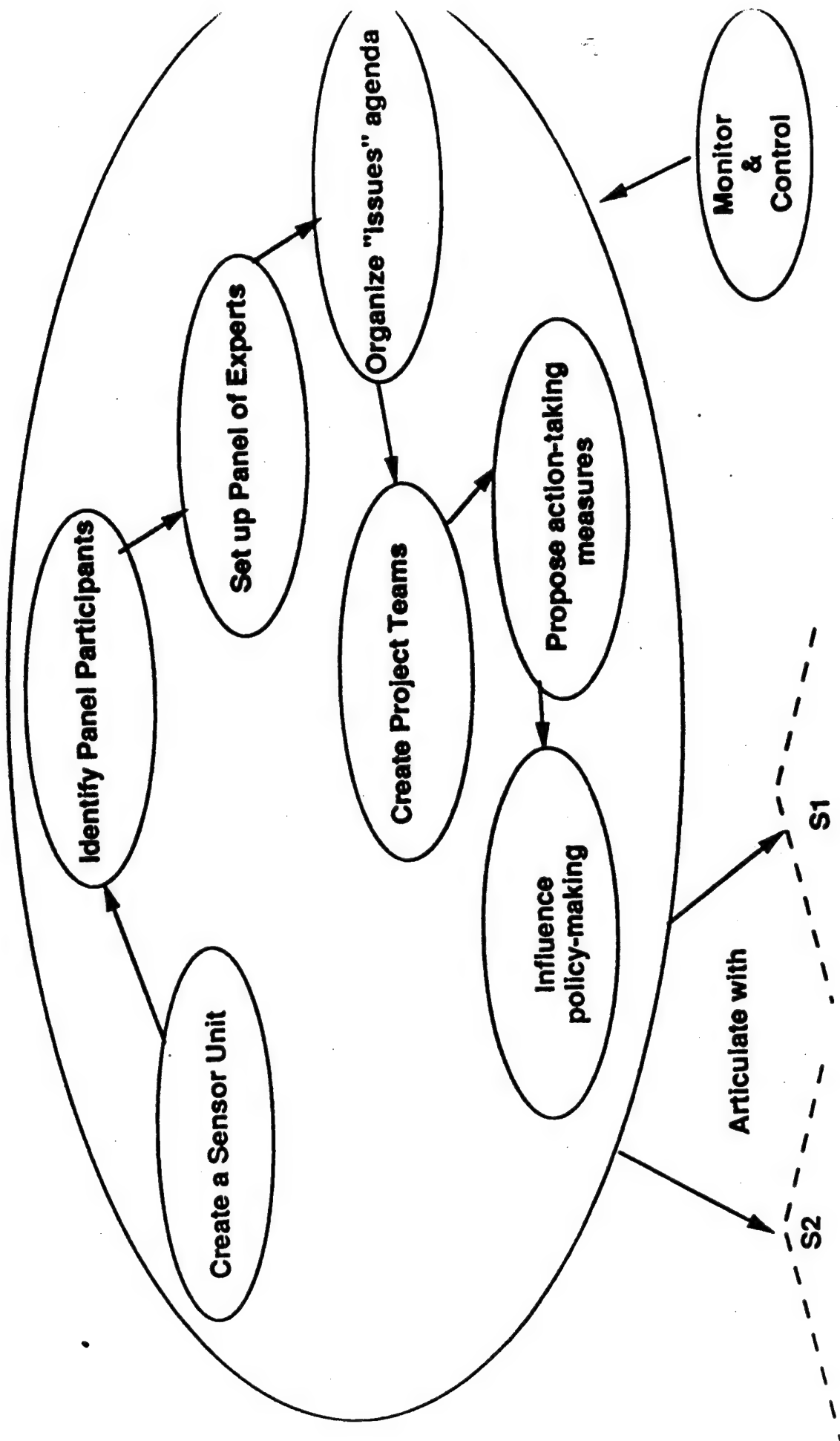


Fig. 5

# SCANNING SYSTEM (S3)

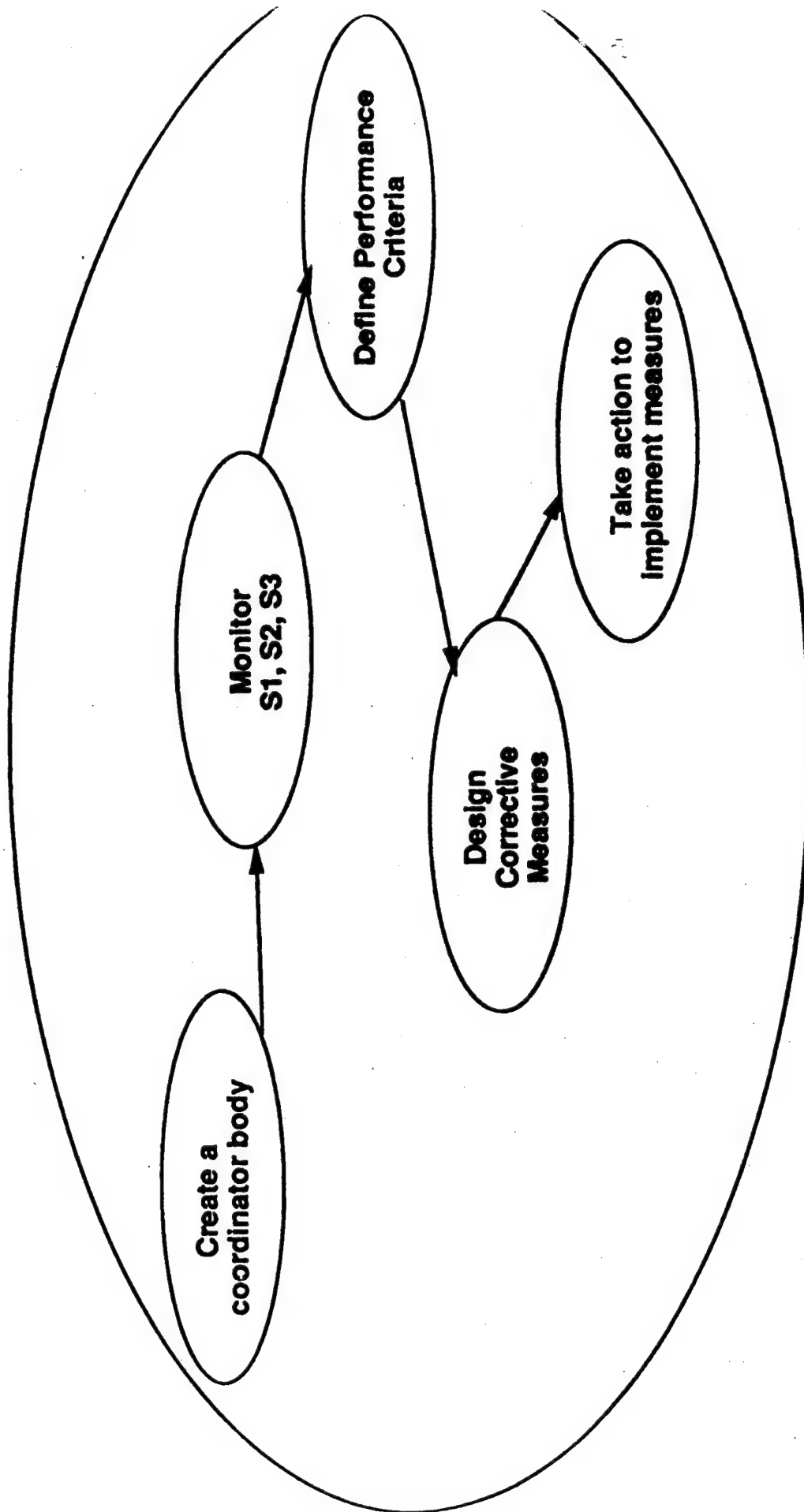
1st level



**Fig. 6**

# **MONITOR & CONTROL SYSTEM**

**1st level**



**EFFECTIVE INFORMATION  
MARKETING/SALES**

**BY**

**KAREN GINTER  
National Library of Medicine  
Bethesda, Maryland**

**FUN**



# An Outline for Success

## A Case Study

- Vision or Mission Statement
- Marketing Plan
- Sales Plan
- Coordination of Internal & External Resources
- Successful Follow-up or Customer Support
- Measuring Success

# **The National Library of Medicine's Vision**

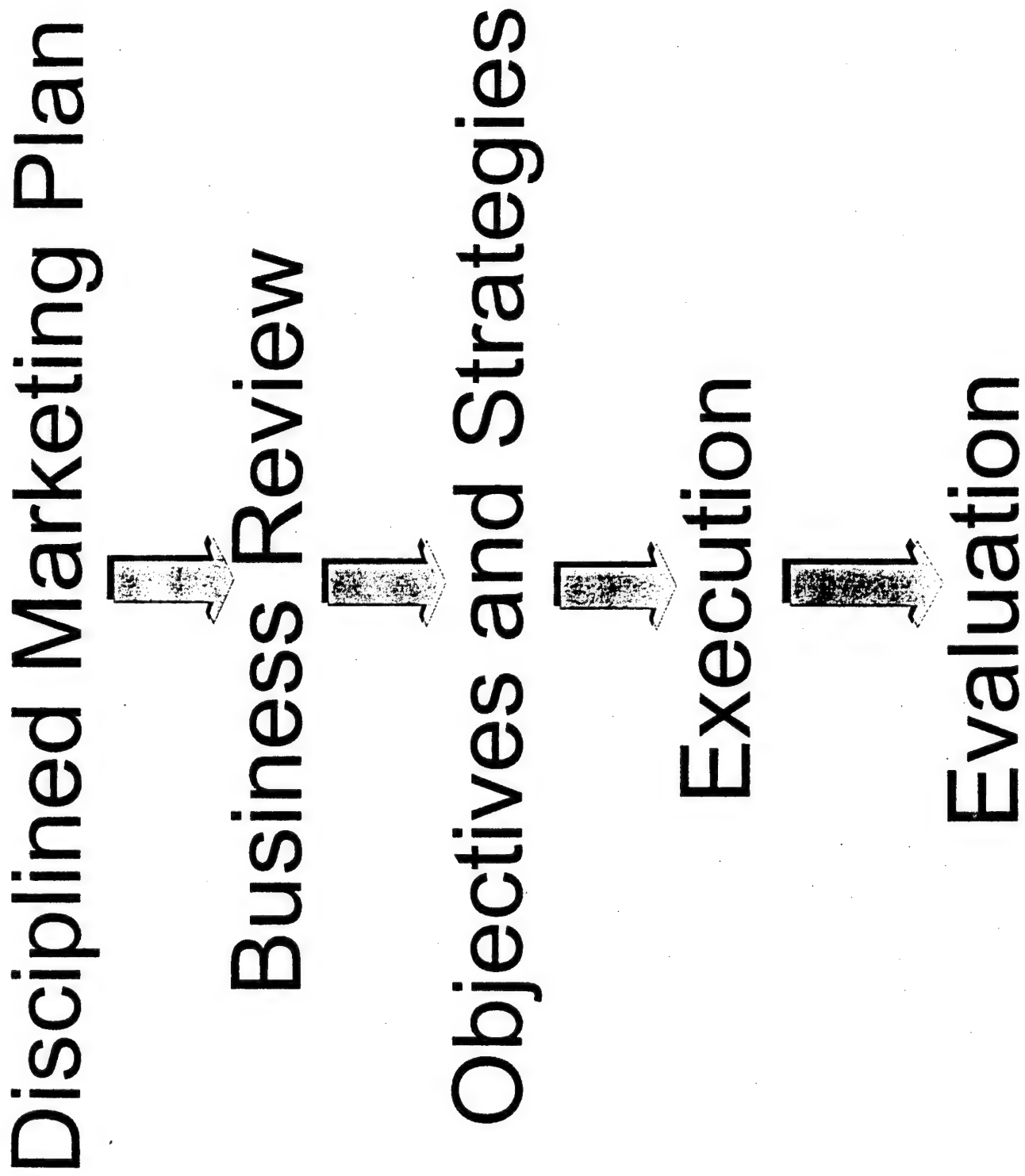
*Improving Health Professionals Access to  
Information*

# Barriers to Access

- Pay-As-You-Go
- Geographically Undesirable
- Time of Day
- Full Text Availability
- User Friendly Technology

*A Solution*

# **Fixed-Fee Access Program**



# The Marketing Plan

*"What am I Trying To Do and Why"*

- Background
- Objective
- Strategy

# The Marketing Plan

## BACKGROUND

- What You Know - Experience
- What You Can Find Out
  - Focus Groups
  - User Advisory Panels
  - Surveys
  - Commercial Sources
  - Literature Review

# The Marketing Plan

## OBJECTIVES

- Remove Barriers To Access
- Overcome Technical Obstacles
- Promote Program
- Provide Customer Support
- Promote Use of Internet

# Marketing Plan Objective

## REMOVE BARRIERS TO ACCESS

### STRATEGIES

- Develop a Competitive Pricing Program
- Emphasize Use of Loansome Doc Feature
- Distribute Adequate Number of Codes
- Allow for Intermediate and End User Access
- Allow for Public Access Work Stations
- Allow for Remote Access

# Marketing Plan Objective

## OVERCOME TECHNICAL OBSTACLES

### STRATEGIES

- Develop Technical Support Team
- Write Technical Support Documents
- Establish Technical Support Lines of Communication

# Marketing Plan Objective

## PROMOTE PROGRAM

### STRATEGIES

- Develop Promotional Pieces
- Write Articles for NLM Publications
- Trade Shows
- Satellite Broadcasts
- Direct Mail Campaign
- Cold Calls

# Marketing Plan Objective

## PROVIDE CUSTOMER SUPPORT

### STRATEGIES

- E-Mail System for Fixed-Fee Customers
- Electronic Forms of Publications
- Train-the-Trainer Materials
- Training Video
- 1-800 Number
- Usage Reports
- Routine Follow-Up

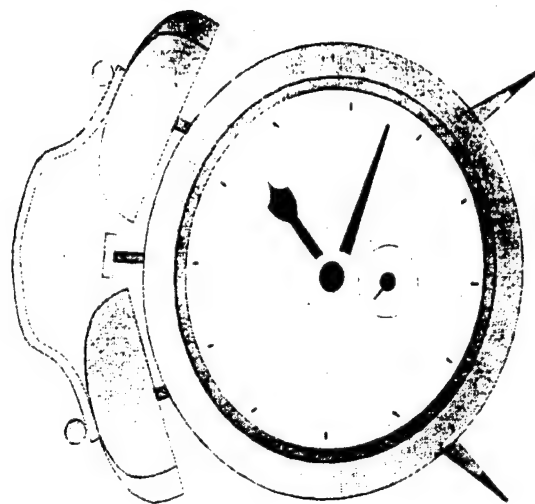
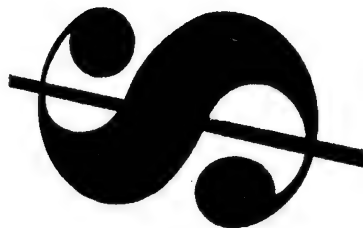
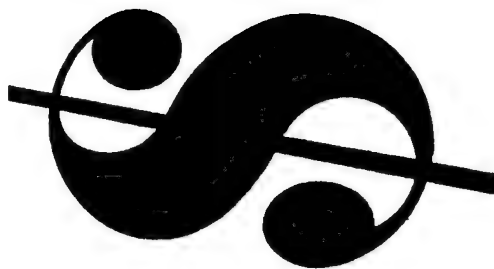
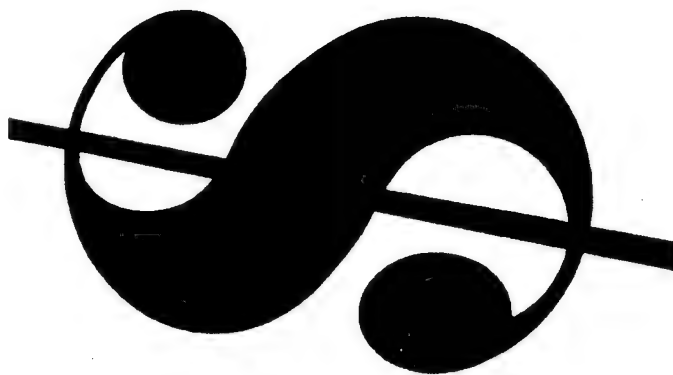
# Marketing Plan Objective

## PROMOTE USE OF INTERNET

### STRATEGIES

- Inherent in The Program
- Administration Support
- Overcome Connection Problems
- Promote Other NLM Internet Resources

# Creative Approaches To



and

# The Sales Plan

*"How I Am Going To Do It"*

- *It's a Numbers Game*
- *Top Down vs Champion Selling*
- *Tailor Your Presentation to the Customers Needs*
- *Consultative Selling*
- *Electronic Management*

# **Coordination of Internal & External Resources**

**Selling Within**

# Customer Support

## The After Sale

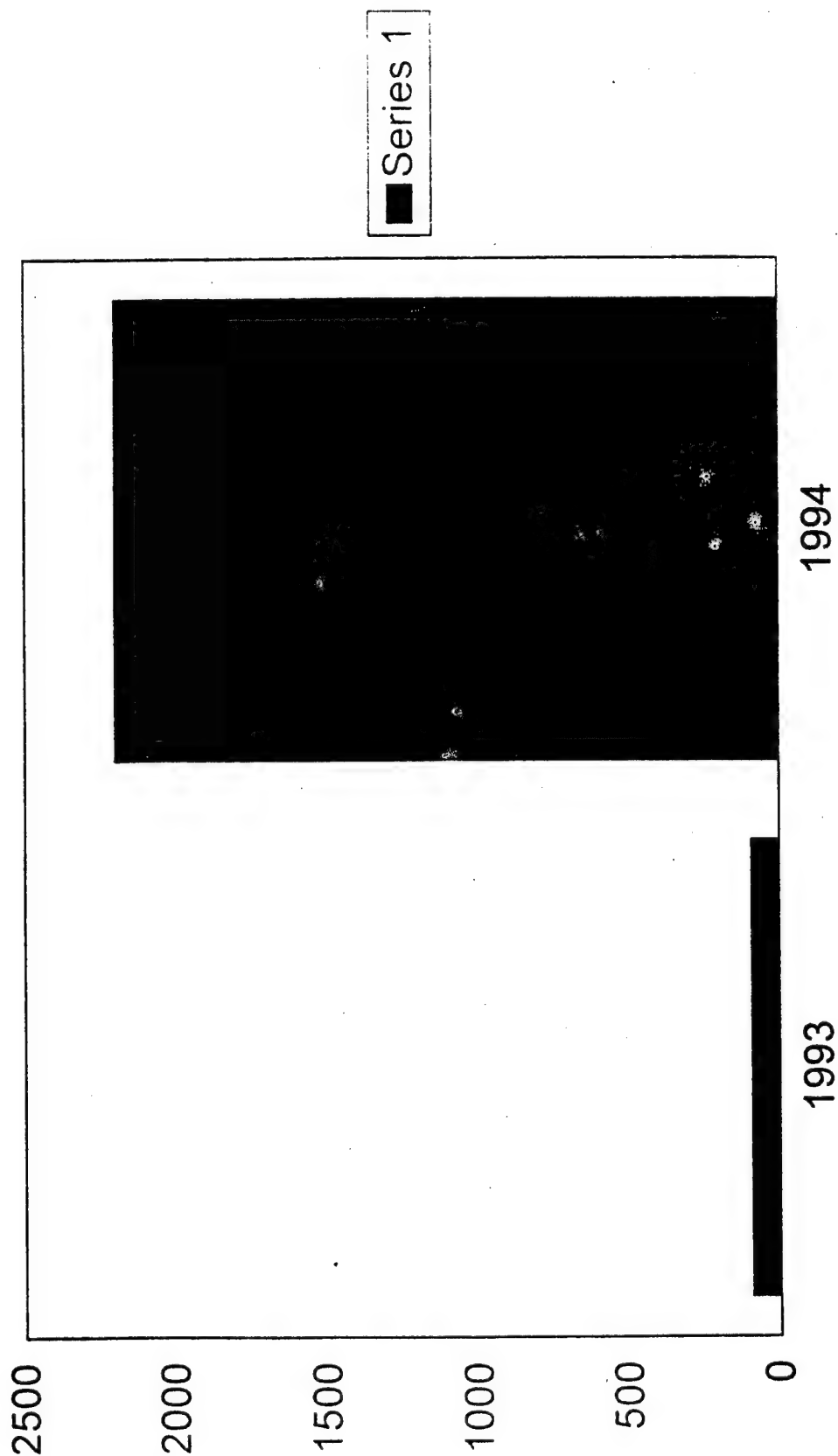
- Training
- Written
- Phone
- Internet
- Database

# Measuring Success

Meeting the Marketing Objectives

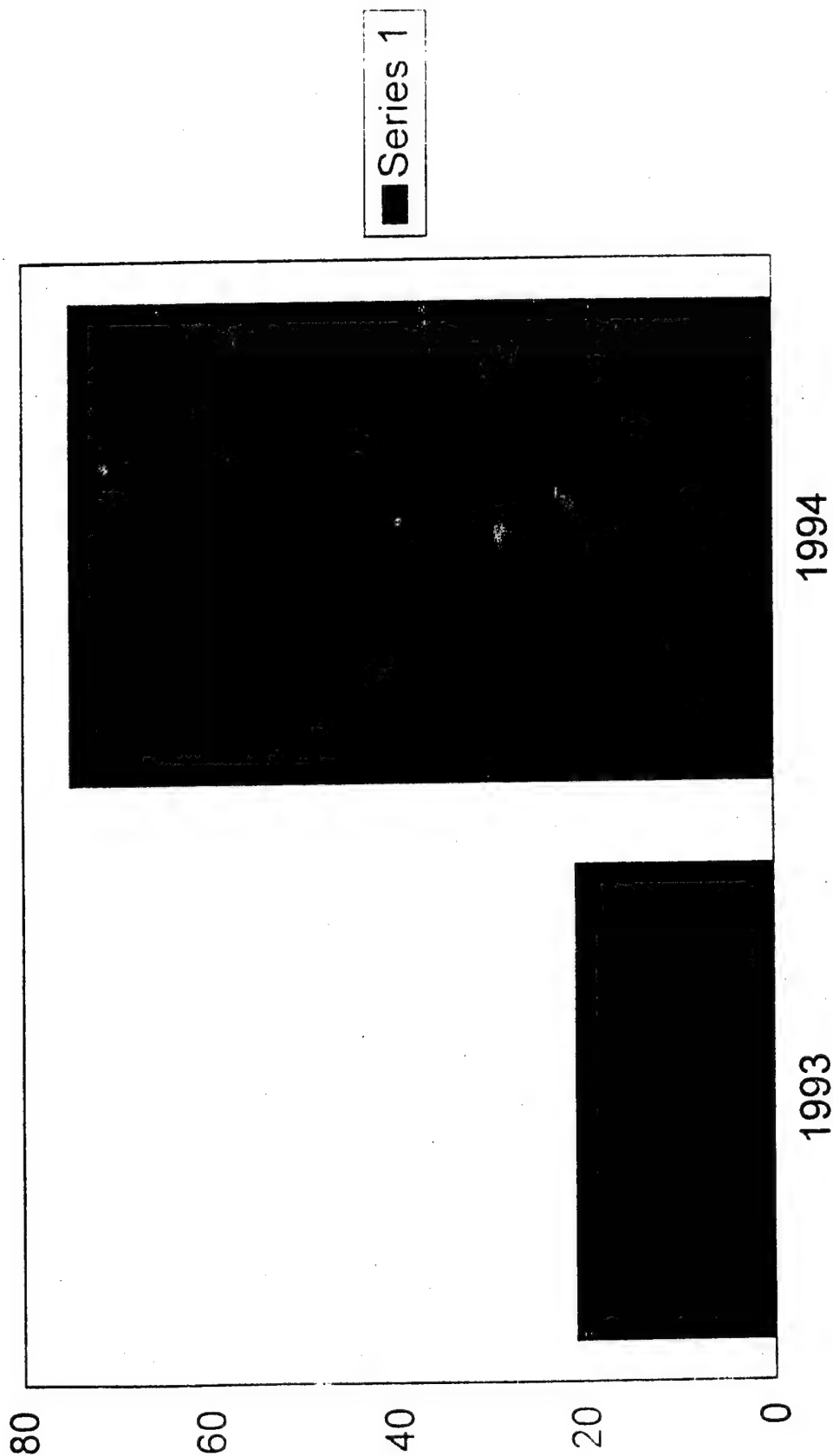
# University of Illinois

Codes



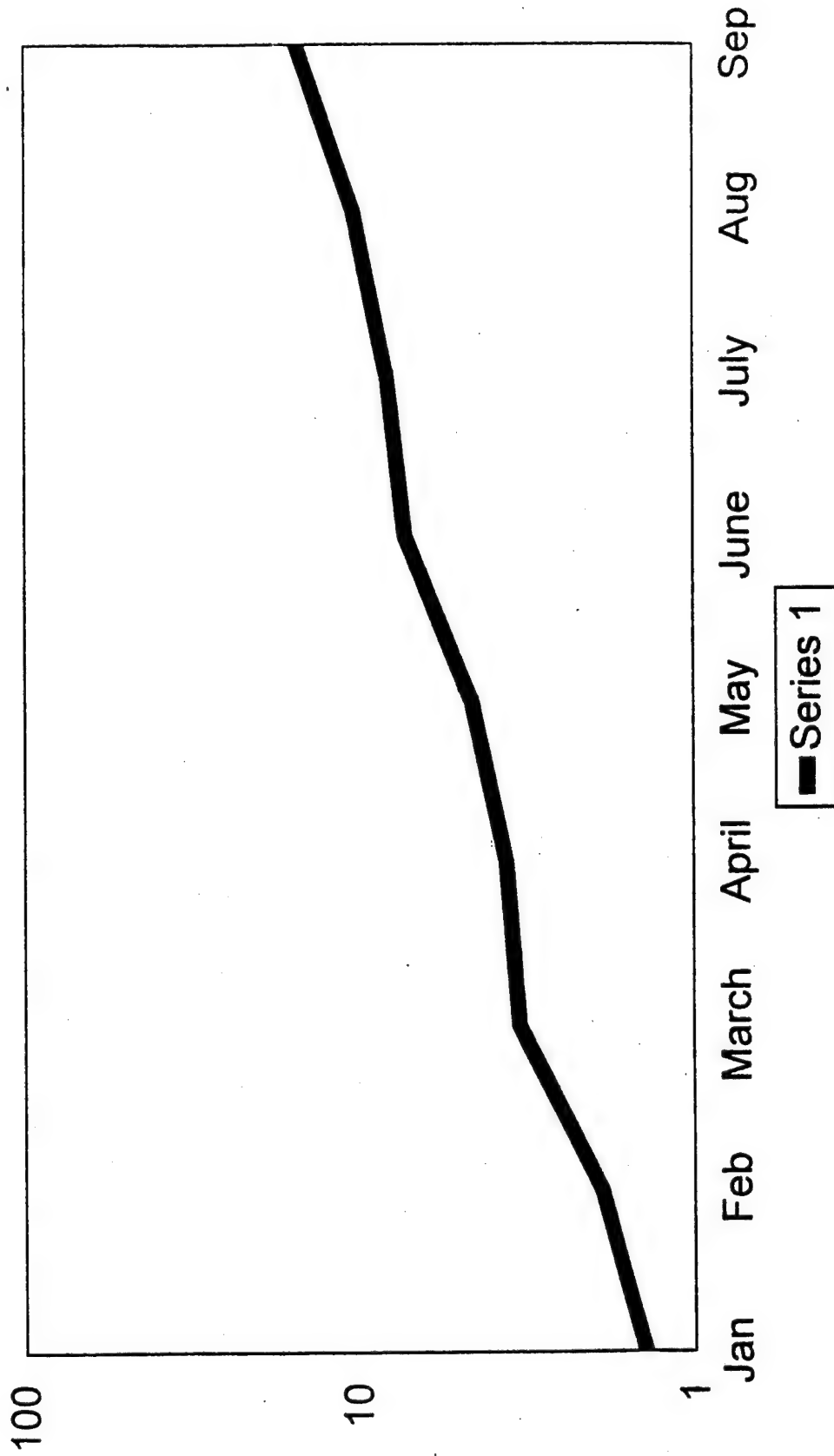
# University of Illinois

## Revenue



# The University of Illinois

Usage



**Serve the Customers Needs**

**Success Will Follow**

**WHAT'S IN IT FOR ME? HOW TO CREATE A  
VALUE PROPOSITION FOR LIBRARIES**

**BY**

**CORILEE CHRISTOU**  
**Mead Data Central**  
**Dayton, Ohio**

## WHAT'S IN IT FOR ME? - HOW TO CREATE A VALUE PROPOSITION FOR LIBRARIES

In this era of downsizing, rightsizing, reengineering, restructuring, total quality management and total customer satisfaction (sound familiar?), libraries and librarians need more than ever before to represent to their parent organizations and their constituencies the value they provide. This "value", too, must be stated in terms relative to their organizations' strategic direction and mission. If an organization is committed to customer satisfaction, then the libraries' value proposition to that organization must be stated in the context of its proposed contributions to customer satisfaction. In the following article, learn how to develop a value proposition that is representative of user and organizational requirements to insure that the library not only survive through layoffs, etc. but that it be perceived as a necessary element in the organization's overall mission.

### VALUE PROPOSITION - WHAT IS IT?

In the strictest sense, a value proposition is defined as a promise made by a supplier of goods and services to a customer about the benefits (the what's in it for me or WIFMs) that the supplier will deliver and the price that it will charge. Consider these two examples of value propositions relative to a small, car mechanic:

- High quality repair work , done when promised at slight price premium or,
- Decent repair work at a low price

Now consider these approaches in context of library services:

- Up to date competitive information provided daily in an easy to read format the user's desktop for a competitive price.
- Top notch information services provided on a regular basis designed to increase productivity in users in their data gathering efforts and reduce overall costs to the organization.

Not all companies are explicit about value propositions. As a result, overtime customers can develop their own point of view about an organization's value proposition. The customers' perception then becomes by default the organization's value proposition. This customer developed perspective is extremely important. Customers (read users and even non-users) choose products/services based on their perception of value (the WIFM again) that competing products or services offer. A customer's perception of value is determined by their perception of worth of the benefits delivered relative to the price charged. Different types of customers weight benefits and price differently and will respond differently to the same value proposition. In a good value proposition, the benefits will be explicitly stated and specific to the targeted customers. Price will also be explicitly stated allowing users to measure benefits in the context of cost benefits.

### DEVELOPING A VALUE PROPOSITION

A four step process is used to develop a value proposition: 1) Segment the market 2) Select target segments 3) Develop alternative value propositions and 4) Decide on a value proposition. This is not a sequential, but an interactive process. For instance, in order to select target segments, the value proposition that will most appeal to these target segments and the ability to deliver on this value proposition must be understood. In the next sections, each of these four steps will be discussed.

1) Segmenting the Market: Segmentation is simply dividing the market into smaller groups. There are many ways to segment markets including the following: demographics, product/service benefits desired, geographical areas, channel of distribution, end use application, price points, usage levels, decision

making style, vertical industry/market, user/department type or value desired. Regardless of approach, segmentation should be based on the answers to one or both of these questions:

- 1) What does the segment want?
- 2) Can you profitably, cost-effectively reach this segment?

The options for segmentation that were listed previously can be grouped alongside these questions based on which ones they will help answer. For example:

Questions	Segmentation Approach
1) What does the segment want?	<ul style="list-style-type: none"> <li>- Product/service benefits desired</li> <li>- End use application</li> <li>- Price points</li> <li>- Value desired</li> </ul>
2) How do we profitably reach the segment?	<ul style="list-style-type: none"> <li>- Demographic description</li> <li>- Geographical areas</li> <li>- Channel of distribution</li> <li>- Usage levels</li> <li>- Decision making style</li> <li>- Industry</li> <li>- Organizational area/department</li> <li>- Competitive environment</li> </ul>

For a library, then, the answers could be stated in these terms. The Executive Committee members in the organization require daily, real-time notification of any reference to your firm and its major competitors occurring in the news plus five year financial summaries as available for each of these competitors delivered to their desktop. This begins to answer the first question. To completely answer question one, question two must also be answered relative to question one. In this example, the answer to question two would be expressed as the various delivery options, e-mail, hardcopy, fax and the formats, daily news summary, filtered wire service, lotus spreadsheet, hardcopy text, hardcopy text with graphics, or headlines only as well as an assessment of the competitive environment; where are users getting their information today, what are their information seeking habits and what is it costing them to use current methods in time being spent or decisions being made. Then, cost and subsequent cost effectiveness of each of these options relative to their value to this segment must be addressed. It is imperative to clearly understand what the targeted segment wants and how to reach them profitably and to be sure that for the selected segments, that the questions are answered appropriately. An accurate assessment of the answers is essential in order to create true value based segmentation.

Value based segmentation describes segments based on the level of benefits that they want and how much they are willing to pay for these benefits. Remember, customers/users will choose products and services based on their perception of value. Value based segmentation provides a library with a good description of what will need to be delivered at what price in order to be successful with any one segment. Various steps should be taken to identify determine exactly what segments can be supported successfully.

2) Selecting target segments: First a hypothesis of what is important to the user must be developed. This can be done in several ways, discussions with users, interviews, surveys, departmental staff meetings, focus groups, demos of proposed products. The data collected should then be analyzed with view toward

similarities or clusters. Attributes can be rated and ranked according to usage, demographics, what they need, what LAN or E-Mail environment is currently used, geographic locations, update frequency and data formats required, fax-machine locations, physical proximity to library, internal records being used or their current mix of information gathering and use. Once this analysis is complete, then criteria like size, influence, profitability (e.g. cost to support vs. price users will pay) and the overall capability to meet needs successfully should be used to select target segments. The following chart helps illustrate this process.

### ILLUSTRATIVE SEGMENTATION TYPES

SEGMENT	PRODUCT	SERVICE	PRICE
A	Moderate average quality level High consistency	Predictable, and above average delivery	Low
B	High average quality level High consistency	Predictable, average delivery	Mid range
C	Extremely high average quality level Very high consistency	Predictable, average delivery	Not particularly important, though not embarrassingly high

3) Developing alternative value propositions: Based on the value based segments selected and the benefits and price options relative to each of these segments, alternative value propositions will need to be developed. Internal factors like LAN compatibility, E-Mail systems, software/hardware onsite now and available staff for support should be considered. External factors including systems available, connectivity requirements, set up and subscription costs, formats available, and overall cost to provide need also to be addressed. Then determine the top three attributes and describe a value proposition that promises exceptional performance on them. Remember, however, the data collected earlier as it will help indicate whether the organization is at this time in a position to deliver on these attributes reliably and profitably. Additionally, a limited product line that's inexpensive and easy to set up and deliver could be a solution, but users might not place much value on that promise. The next chart shows how to determine the appeal of alternative value propositions for each target segment and to then determine which value proposition will be the most successful for as many of these segments as possible.

## APPEAL OF ALTERNATIVE VALUE PROPOSITIONS

VALUE PROPOSITIONS	APPEAL TO SEGMENT		
	A	B	C
Solid products delivered quickly at low prices	A Lot - May appeal to A because of predictability. Price is a little high for better product. - May appeal to C because price is better even though product may not be done.	Some	Not Much
Best product and service, at a noticeable premium	None	None	A Lot
Excellent products, delivered predictably at moderate prices	Some	A Lot - May appeal to A because of predictability price is little high for better product. - May appeal to C because price is better even though product may not be done.	Some

4) Deciding the “best” value proposition: Once segment overlap is determined, the value proposition that best addresses these overlapping attributes can be determined by answering the following questions.

#### Questions

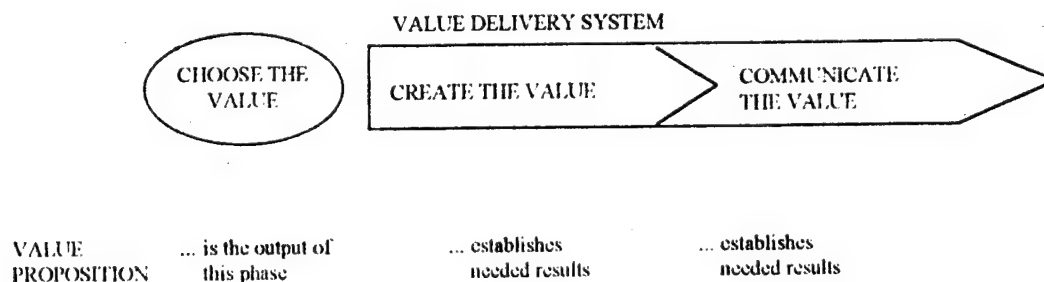
- 1) What volume/mix are we likely to receive?- larger the user group, better “margins”, easier to cost justify at this level.
- 2) Which leads to the best return e.g. the best “economic” value for users, can be measured not just in dollars but in time savings, higher productivity and better decisions.
- 3) At what cost and investment can we deliver on the promise? What changes will need to be made to current environment to deliver products/services effectively?
- 4) How sustainable/protectable is the approach likely to be?

#### VALUE DELIVERY

Once the value proposition has been determined, the value delivery must be implemented to ensure the ongoing success of the chosen value proposition. The value delivery is comprised of three basic components:

- Choosing the value: the process of deciding what you will deliver to the user population, in effect the process of developing the value proposition.
- Creating the value: the process of designing, producing (or procuring), delivering and servicing a product (including a service), at a certain price
- Communicating the value: the process of telling the target user segments what is promised through marketing, mission statements, promotions, training, and messages

The following chart shows how the value proposition links with the value delivery system.

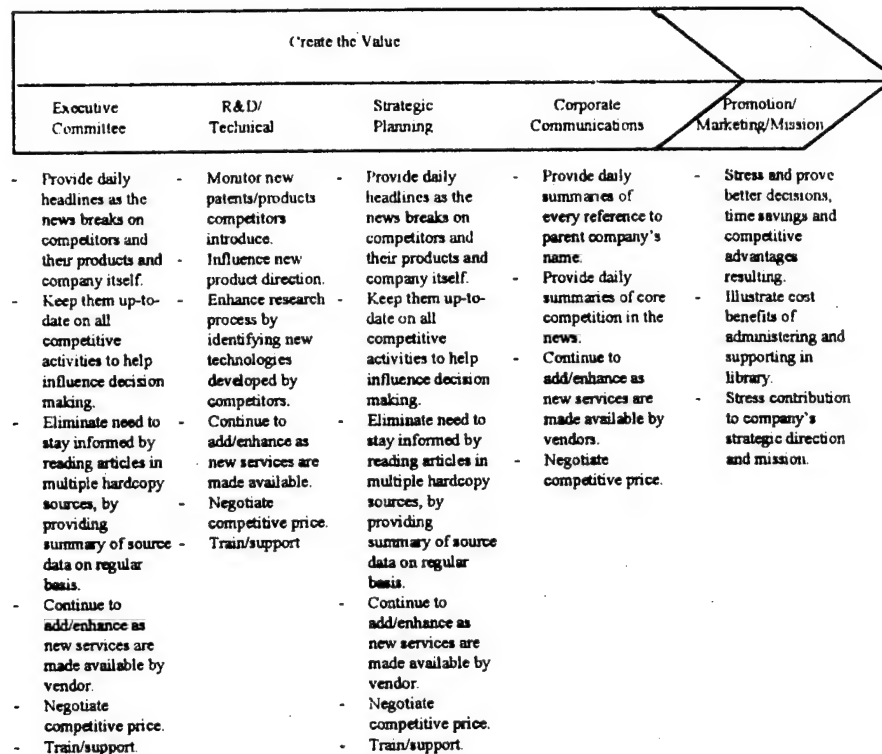


The value proposition is the output of the choose-the-value phase. It establishes what the create-the-value phase must deliver and what the communicate-the-value phase must deliver.

It is imperative that the value proposition link directly to the results required. The following example indicates how one of the earlier suggested value propositions for a library is linked to the user results required.

#### VALUE PROPOSITION

"We will deliver timely competitive information daily in an easy to read format at the user's desktop that helps users become more productive and make better decisions at a competitive price."



Finally, it's time to use the value proposition to the library's advantage. Several methods can be taken starting with the library's mission statement. The mission statement as James M. Matarazzo states in his 1983 article, " is a brief for the company information resource which includes a concise description of services provided. This document should receive the approval of the person or group to whom the company librarian reports. The statement should be conspicuously displayed in publications of the library and company-wide publications, as well as be reinforced by the comments of the manager...such a statement provides not only a handy guide to library services, but also a focus for all library activities, and a focal point for the priorities of the library staff" <sup>1</sup> Above all, the mission statement should tie directly to the library's support and understanding of what values are most desired by the library's organisation, i.e. the value propositions for the targeted user segments. The mission statement states why your library exists in your organization. Linking the mission statement with the value proposition in this way allows the librarian to represent in a clear way what they will be providing to their users and to sell the benefits of the product and service. Moreover, it can also become a unifying theme whereby the library can tie its mission directly to the overall organizational goals. It must also be understood that both the value proposition and the subsequent mission statements are dynamic entities. Because the environment in which they are created is also fluid, it is essential that they be periodically revisited to reflect the changes in the organization and the needs of its users.

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# **CREATING A MARKETING PLAN**

**BY**

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**Karlsruhe, Germany**

## **Creating a Marketing Plan**

**Gerd Tittlbach, FIZ Karlsruhe, Germany**

**DTIC Workshop, 19 - 20 October 1994, Orlando, Florida:**

**Proactivity in Information Management: Effective Tools and Techniques**

### **Extended Summary**

The Marketing Plan is based on the Business Plan or Strategic Plan of the organization. Basic elements to be included in specific detailed plans as well as in the total marketing plan are

- ♦ Analysis of the present situation, including market analysis and analysis of the own position
- ♦ Marketing goals and objectives
- ♦ Marketing strategies and action plans, related to product and innovation management, pricing management, communication, and distribution management
- ♦ Resources, business and organizational projections.

The paper describes selected marketing research techniques and instruments of special benefit in the information business and gives examples of marketing planning with STN International, a cooperatively operated international online service in science and technology.

Marketing management by objective is addressed to the external market, including the customer market, the supplier market and the competitors, and to the internal market, including the Management, the budget officers, the program managers, and all staff. Marketing management applies principally to each type of organisation. Prior condition is the introduction of marketing as way of thinking and marketing as technology.

# **Creating a Marketing Plan**

**Gerd Tittlbach**

**FIZ Karlsruhe**

**DTIC Workshop, 19 - 20 October 1994, Orlando, Florida**

**Proactivity in Information Management:**

**Effective Tools and Techniques**

# **The Marketing Plan**

## **Based on the Business Plan (Strategic Plan)**

- ♦ **Mission**
- ♦ **Market Analysis**
- ♦ **Marketing Strategies**
- ♦ **Technology and Resource Requirements**
- ♦ **Financial Projections**
- ♦ **Summary of Business Objective**

## **What is Marketing ?**

**Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives**

**American Marketing Association Board, 1985**

## **Modern Marketing**

- ♦ **Management by Objective  
from the Markets to the Markets  
in Harmony with the Interests of the Society**



- ♦ **The Customer in the Center,  
flanked by Competition and Society**



- ♦ **Provide Optimal Problem Solutions - not only Products -  
to the Customer at Reasonable Prices in a Reasonable  
Time Schedule**

# **Marketing as Technology**

## **(Marketing Instruments)**

### **"From the Markets"**

- ♦ **Marketing Information and Analysis Instruments**  
**(i. e. Market Research, Accounting)**
- ♦ **Acquisition Marketing**

# **Marketing as Technology**

## **(Marketing Instruments)**

### **"To the Markets"**

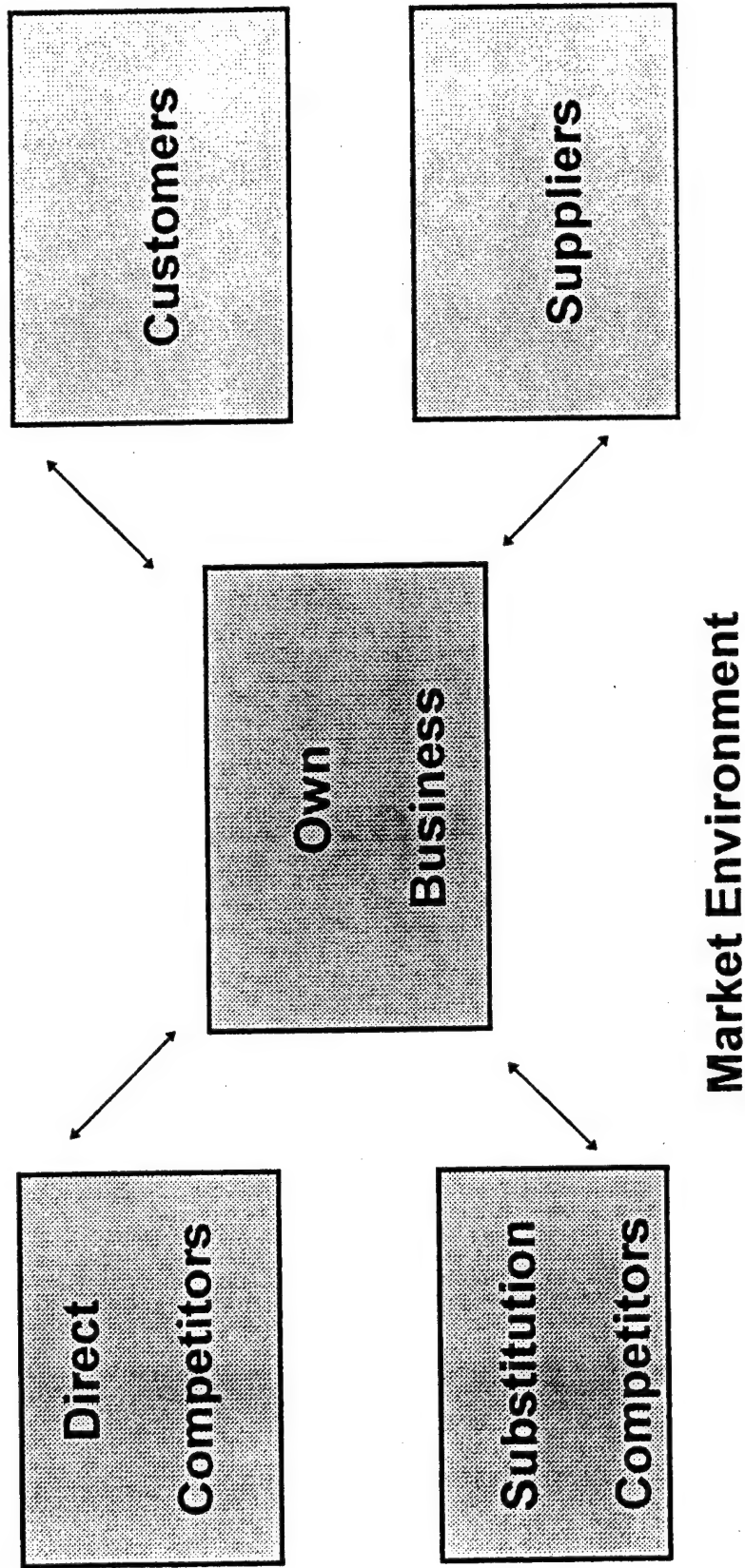
- ◆ **Concepts of Strategic Marketing**
- ◆ **Marketing Actions Instruments**
  - **Product and Program Policy**
  - **Pricing Policy**
  - **Communication Policy**
  - **Distribution Policy**
- ◆ **Marketing Organization**

## **Basic Elements included in a Marketing Plan**

- ♦ Analysis of Present Situation
  - Market Analysis
  - Analysis of Own Position
- ♦ Marketing Goals and Objectives
- ♦ Marketing Strategies and Action Plan
  - Product Strategy
  - Pricing Strategy
  - Communication Strategy
  - Distribution Strategy
- ♦ Resources, Business and Organizational Projections

# Analyse the Present Situation

## Areas of Marketing Research



## **Marketing Research**

### **Selected Analysis and Planning Techniques**

- ◆ **Simple Portfolio Analysis**
  - **Market Growth**
  - **Own Market Share**
- ◆ **Own Strengths / Weaknesses Analysis**
  - **Ranking of Quality Standards for Products, Services and Marketing Factors**
  - **Corporate Identity and Image**
  - **Comparison with Strong Competitors / Market Leader**
  - **Evaluation**

## **Marketing Research**

- ◆ **Chances / Risk Analysis and Forecast**
  - **Market Volume, Market Growth**
  - **Technology / Innovation**
  - **Changes of Customer Market and Supplier Market**
  - **Competitors Analysis and Forecast**
  - **Environment**
  
- ◆ **Complex Portfolio Analysis**
  - **Market Attractivity**
  - **Comparative Competitive Advantages**

## **The STN Partners**

**The Scientific & Technical Information Network is operated by**

- ♦ **American Chemical Society /  
Chemical Abstracts Service (CAS), Columbus, Ohio**
- ♦ **FIZ Karlsruhe, Karlsruhe**
- ♦ **Japan Information Center of Science and Technology  
(JICST), Tokyo**

## **STN's Objective**

- ◆ **Maximizing Service and Availability**
- ◆ **Shared Responsibilities and Costs**
- ◆ **Joint Online Service Worldwide**



- ◆ **Close Cooperation between the STN Service Centers**
- ◆ **Close Cooperation with the STN Database Suppliers**
- **in providing excellent database services**
- **in marketing the database services**

## **The STN Concept**

**To Provide an Excellent Joint Worldwide Database Service in Science and Technology**

- ◆ **Operation of 3 STN Service Centers, linked as 1 system**
- ◆ **Decentral Database Loading and Operating**
- ◆ **Integrated Database System for Bibliographic, Factual and Full-Text Files**
- ◆ **Control of Database Implementation and Pricing by the STN Database Suppliers**
- ◆ **Coordinated Loading Plans and Software Developments**
- ◆ **Standardized File Design and Documentation**
- ◆ **Coordinated Marketing Strategy**

## **STN Database Services 1994**

- ◆ **All Major International Bibliographic Files in Science and Technology available**
- ◆ **Supplemented by 30 Factual Files and Full-Text Files in Chemistry, Physics and Materials Sciences**
- ◆ **Strong Market Position in Chemistry, Pharmacology, Engineering and Patent Information**
- ◆ **Derwent Databases Loaded in 1993/94**
- ◆ **Access to Japanese Information**
- ◆ **Powerful Integrated Database System Messenger**
- ◆ **Worldwide Access via National and International Networks**

# Portfolio Market Attractivity / Competitive Advantage

Market  
Attractivity

high

medium

low


Ch: Chemistry

Ph: Pharmacy

P: Patents

E: Engineering

Comparative  
Competitive  
Advantage

low

medium

high

## **Marketing Goals and Objectives for Online Patent Information**

- ◆ Receive 25 % of the Market Share Worldwide within 2 Years
- ◆ Keep Existing Customers, Increase Usage  
Attract New Potential Customers
- ◆ Become the Preferred Service for Patent Information  
medium-term



## **Marketing Strategies and Action Plan**

# **Product Strategy: A World of Patent Information**

**Comprehensive  
Database  
Services**



**Powerful  
Software Tools**

**Customer Support**

## Product Development

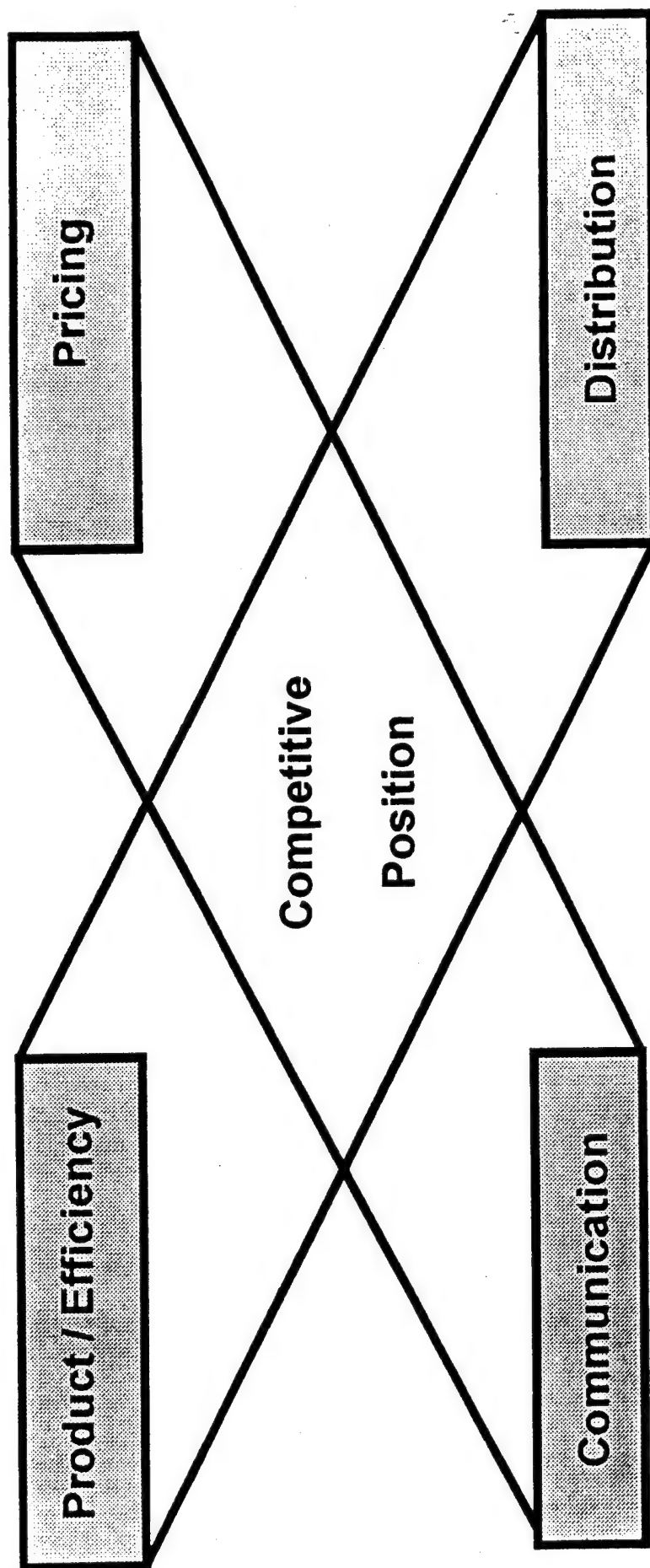
### Based on Strengths of Present Services

- ◆ Databases
  - File Enhancements Plan
  - New Files Loading Plan
  - Innovative Services,  
i. e. Full-Text Services
- ◆ Software
  - Messenger Enhancements Plan
  - Frontend Software Developments
  - Innovative Developments,  
i. e. Non-Boolean Retrieval
- ◆ Customer Service - Printed and Electronic  
Documentation and Training Tools
- ⇒ Action Plan / Costs and Resources / Time Schedule /  
Benefit

## Involve Customers in Product Development

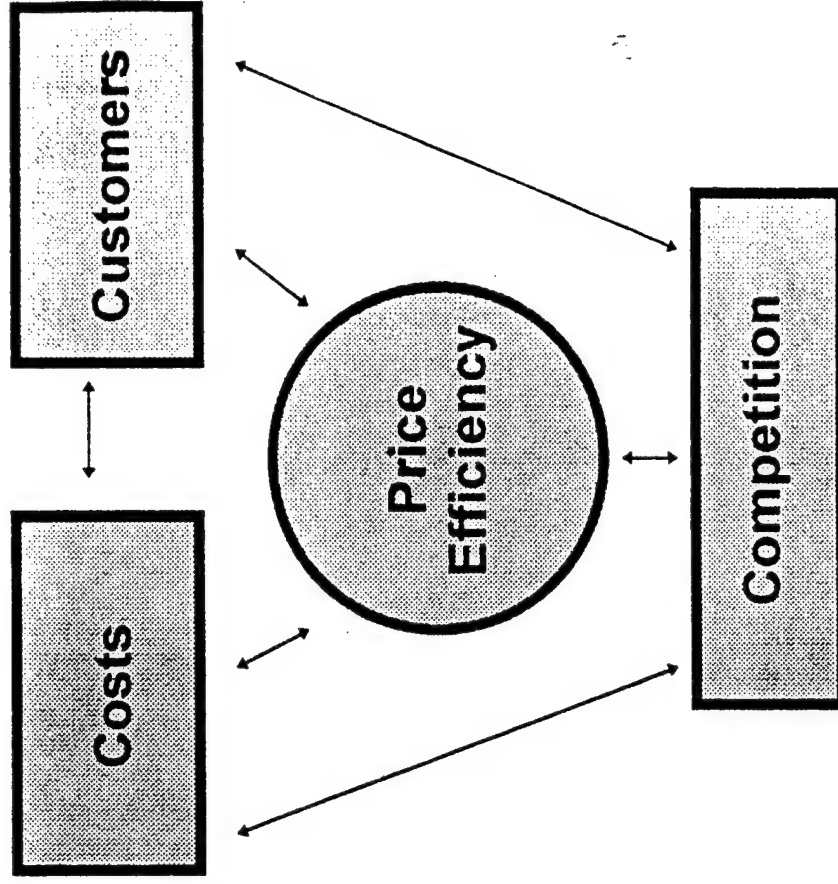
- ◆ Planning
  - Key Accounts - User Meetings
  - Helpdesk - Advisory Groups
  - Field Sales Contacts
- ◆ Development
  - Key Accounts Advisory Groups
  - $\alpha$ -Test,  $\beta$ -Test
- ◆ Product Release
  - Promotional Services with Feedback
  - Invitation to Comments
- ◆ Post-Release Development
  - see above

# Significance of Pricing in the Marketing Mix



# Price Management

- ◆ Present Analysis
- ◆ Marketing Objectives
- ◆ Pricing Objectives
- ◆ Pricing Strategies
- ◆ Price Setting
- ◆ Evaluation
- ◆ Adaption of Strategies



## Factors and Trends in Pricing Online Database Services

- ◆ Pricing the Service
  - Information Retrieval
  - Information Retrieved
- ◆ Market Acceptance and Comments
- ◆ Comparison with Complementary Information Services
  - Print Products
  - CD-ROM Products
  - Networks
- ◆ Pricing Alternatives
  - Service Parameters
  - Volume Discounts
  - Package Pricing



Pricing Strategy

Setting the Prices



## Communication Policy

### ◆ Objectives

- Increase Awareness
- Keep Customers
- Attract New Customers
- Generate Response for Follow-up

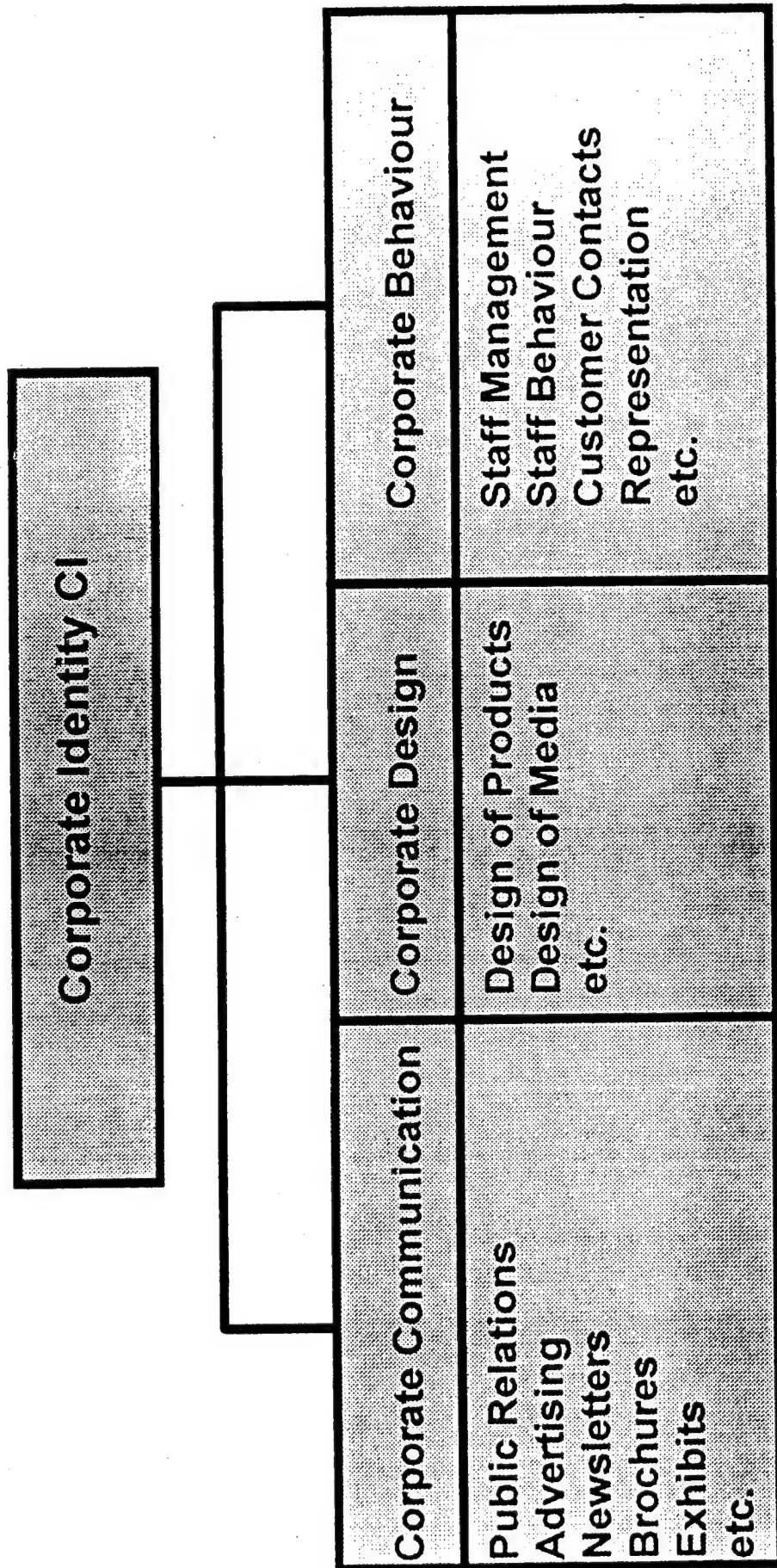
### ◆ Problems

- Information Overload
- Overload with Adverts



Corporate Identity  
Clear Messages

# CI MIX



## STN Communication

- ◆ Corporate Identity
- ◆ Specify Audience, Message and Design for each Action
- ◆ Communication Mix
  - Public Relations
  - Advertising
  - STN Newsletter
  - STN Brochures, Prospects, Posters
  - Cluster Specific Media
  - STN User Meetings
  - Exhibits, Conferences
  - Direct Mails
  - Personal Follow-Up
- ⇒ Action Plan / Costs and Resources / Schedule

## **Distribution Policy**

- ◆ Sales and Distribution Organisation
  - Central
  - Product Oriented
  - Regional
  - Customer Oriented
- ◆ Sales and Distribution Budgeting
- ◆ Selection of Staff and Agents
- ◆ Planning and Coordinating the Sales Program
- ◆ Controlling

## **STN Sales and Distribution Strategy**

### **♦ Selling Online Services in Science & Technology**

#### **Requires**

- Explanation
- Subject or Product Specific Know How
- Close Contact and Support to the Customers



### **♦ The STN Service Centers Provide Complete STN Marketing and Sales Services**

- US
- Europe
- Japan

### **♦ STN Agents Provide Nearby Customer Support in the Native Language**

### **♦ STN Works Closely Together with the Database Suppliers and Producers for Database Specific Marketing**

## **STN Sales and Distribution**

### **Central / Regional**

- ◆ **Key Accounts Service**
- ◆ **Customer Visits**
- ◆ **STN User Meetings**
- ◆ **Broad Range of Workshops**
- ◆ **STN Helpdesk**
- ◆ **Joint Support Services with Database Suppliers**  
by
- ◆ **the Management**
- ◆ **Product Managers**
- ◆ **Sales Managers**
- ◆ **Agents**

⇒ **Action Plan, Costs and Resources, Schedule**

## Finalizing the Marketing Plan

- ◆ Bringing Together all Detailed Plans
- ◆ Review the Plans with the overall Marketing Objectives and Strategies
- ◆ Review the Cost and Resources Requirements for Total Budget and Resources Management
- ◆ Set Priorities
- ◆ Summarize the Business Projections
- ◆ Prepare Decision Finding by the Management
- ◆ Prepare Initialisation, Execution and Controlling

## **Internal Marketing Management**

- ◆ **Marketing Management by Objective is addressed to**
  - **the external market**
  - **the internal market**
  
- ◆ **Marketing Management by Objective shall convince**
  - **the Management**
  - **the Budget Officers**
  - **the Program Managers**
  - **all Staff in Development, Production and Marketing**

## **Application of Marketing Management**

- ◆ **The Marketing Instruments and Techniques**  
Apply Principally to
  - **Each Typ of Organization**
  - **Private Enterprises**
  - **Governmental Agencies**
  - **Social Organizations**
  
- ◆ **Prior Condition is the Introduction of**
  - **Marketing as Way of Thinking**
  - **Marketing as Technology**

**RESOURCES REQUIRED FOR A SUCCESSFUL  
MARKETING PROGRAM**

**BY**

**CHRISTINE A. OLSON  
Chris Olson and Associates  
Arnold, Maryland**

## **1. Tasks, Skills, and Resources: Requirements for a Successful Marketing Program**

A successful marketing program includes seven different activities, each requiring different tasks and drawing on a different set of skills and resources. The resources you need for promotion differ from those you need for data collection. The skills necessary for planning and evaluation differ from those you need for public relations. This vast array of needs presents a challenge for those allocating resources. But it is not an impossible task. All marketing activities are integrated; skills and resources overlap from one activity to another. You and each member of your staff may wear several hats, depending on your skills and knowledge.

How large a marketing program do you need? That depends on what you want to achieve and what resources you can draw on. There's no set formula for staff requirements or budget size. Marketing departments range from a single resourceful person to hundreds of people performing all levels and kinds of marketing tasks. The Los Angeles Public Library has its own public relations staff. The National Cancer Institute includes an outreach office. At Cargill, the library director leads the way, with every staff member playing a role in the marketing plan. At one engineering firm library, the director works with internal company resources to conduct surveys; at another, the MIS director hires a big name firm to conduct research. Your corporate culture will play a role in determining staff size and available resources.

Despite the great range in budget and staff size, all marketing plans contain the same elements, no matter how many people perform the tasks using however large or small a budget. If you were to sit down and develop a marketing program from the ground up, here are the elements you'll need to allocate resources for:

- Planning and Evaluation
- Data Collection and Research
- Product and Brand Management
- Pricing
- Distribution
- Promotion
- Public Relations

We'll break these down into their individual tasks and review the skills and resources necessary to carry out those tasks.

## **2. Planning and Evaluation**

Planning plays several roles in developing your marketing program. First and foremost, planning helps you set goals. Goals set the course for everyone working on marketing. They set standards for evaluation and comparison. Planning helps you develop a framework; it outlines the approach you'll take. Planning is essential for coordination; it helps establish links between different task groups and efforts.

### **Planning and Evaluation Tasks:**

- Collection and Analysis
- Planning and Monitoring
- Implementation

What tasks does the planning and evaluation phase require? First, data collection and analysis; data about customers, products, and competitors must be collected and analyzed throughout the marketing process. Second, planning and monitoring; these tasks first address the big picture. Where are you headed and how will you get there? Planning and monitoring tasks then extend to smaller plans for elements of your program such as products and promotional activities. By establishing plans and then monitoring them you'll know how and when you'll reach your goals. The third part of planning and evaluation, implementation, involves putting your plans into action with schedules, resources and personnel assignments.

Planning and evaluation skills begin with organization. You must determine the limits to information gathering and work within a set structure. The marketing plan itself must adhere to a simple organization of materials. In addition to organization, you need writing skills; plans must be clear and concise. You need analytical skills. Reports generated from the various marketing activities will land on your desk. They need to be analyzed for both planning and evaluation purposes. You must be something of a visionary. You are planning the future; it helps to have a crystal ball. You need flexibility; you can't be married to your plan. Budgeting skills are essential. You'll be lost without a good mastery of a sophisticated spreadsheet program. You must work with figures and monitor the budget to determine the rate of return on your investment. You need skill in scheduling. A realistic knowledge of lead times needed for various marketing activities and market responses is extremely important. And, to make the whole enterprise work, you need initiative. You must be able to get the plan moving, keep it going, monitor its progress, and make course corrections.

The resources you need to carry out your planning and evaluation tasks begin with reports from your data collection and research activities. All areas of a marketing program generate activity figures—actuals measured against projections. You need a good spreadsheet. Microsoft Excel is probably the best. Don't overlook implementation support among your resource needs. It's great to plan, but you'll need the staffing resources to carry off the plan. So while it may take only one person to create the plan, it may take several staff members to carry it out. Finally, you need a budget. The budget for creating a marketing plan varies with its complexity, timespan, and detail. Expect to pay anywhere from \$5,000 to \$50,000 for the plan. But its implementation requires its own budget.

A successful marketing program begins with planning and evaluation. At this stage you determine the requirements for staffing and budget resources. This can be difficult, because you may set goals that require more resources than you have. Planning and evaluation will help you determine your needs, and if necessary, re-prioritize your goals.

### **3. Data Collection and Research**

The first source of information for a marketing research effort is internal data. You will use this data extensively in planning and evaluation. It must be ac-

#### **Planning and Evaluation Skills:**

- Organization
- Writing
- Analytical
- Vision
- Flexibility
- Budgeting
- Scheduling
- Initiative

#### **Planning and Evaluation Resources:**

- Reports
- Spreadsheets
- Implementation
- Budget

curate, easy to use, and up-to-date. In the data collection phase you'll need to develop customer databases: records of who your customers are. Customer databases include information such as what was bought, when, what prompted the sale, and what the customer might want in the future. You must develop a sales database, composed of names of potential customers who have shown an interest in your products from exhibits, direct mail, and advertising responses. You will use this database to turn prospects into customers. It might classify different levels of prospects: "hot and now," "interested but no money," or "don't need now, keep me apprised." This database makes an excellent resource for direct mail efforts. You'll need to keep a promotion response database. What promotion activity pulled the best response? What level of return did the direct mailing yield? How many prospects who stopped by the exhibit booth turned into customers? And finally, don't forget your inventory and manufacturing databases: Without an accurate inventory database you risk filling your shelves with too much of the wrong product. What's the lead-time you need to fill orders? What supply inventory must you maintain? What is the rhythm of seasonal sales?

What skills do you need for data collection? You need the foresight to envision how you will use the data and what reports you will need. You must be able to work with your software. You must understand how to manipulate software and know its limitations and strengths to take full advantage of its power. You need the ability to organize and oversee details. Proper organization capitalizes on the data you gather. You must pay attention to details. It is easy to forget to code a promotion you're rushing out the door. Think codes through so they make sense and are simple to record. Extravagant coding systems are tough on the people who have to process the paperwork. You need the ability to evaluate reports. You must predict the type of reports you'll need to evaluate the data being collected. You'll need to conduct comparisons and set baselines.

The resources you need for data collection include tracking systems, which provide a systematic approach for gathering data. Relational programs work best. You need only enter data once, and that data can be manipulated to generate reports and mailing lists and track sales, responses to price promotions, and percentages of sales through distributors. An important feature in a relational database is the ability to link with a spreadsheet program. Another resource you need is a coding system. Your coding system (usually based on alphanumeric codes) should include geographic codes such as zip codes, area codes, and mail codes; promotion and advertising response codes; and product indicators such as product codes, item identification numbers, and bar codes.

#### **4. Research Data Gathering Tasks**

The second source of information comes from research tools such as focus groups, questionnaires and telephone surveys. Librarians and information service providers use these tools to gather ideas for new products and gain insight into how existing products can be enhanced.

The tasks for gathering research data include running focus groups—small interactive groups led by a moderator who guides the questions and dis-

#### **Data Collection Tasks:**

- Internal Data
- Customer Databases
- Sales Databases
- Promotion Response
- Databases
- Inventory and Manufacturing Databases

#### **Data Collection Skills:**

- Software Programs
- Organization and Details
- Evaluation of report data

#### **Data Collection Resources:**

- Tracking System
- Coding Standards
- Geographic Codes
- Response Codes
- Product Indicators

cussion. They are a good research tool for exploring new concepts, seeking reactions, and gathering opinions. They do, however, require a lot of time and can be expensive. Mail questionnaires can be used extensively when you need to survey a large audience and information requests can be easily formulated through questions. This is the least expensive method, but you may not get an appropriate sample of responses. Telephone surveys combine a question format with a focus group type of interaction. You can create a consumer panel by keeping a group of current customers on call to help put your marketing plans into perspective. This method requires only moderate expense but generates big payoffs.

The skills necessary to gather research data include those of the interviewer, to act as focus group moderator or telephone interviewer. Both these roles require professional training. You need an ability to work with statistics to ensure the reliability of findings. To gather and scale research data properly, you must be skilled in survey development. And of course, you need analytical skills to comprehend the data collected and apply your findings to derive a plan of action.

The resources needed to gather research data include meeting rooms for focus groups and consumer panels. These should be comfortable, convenient, and accessible. You need statistical software to crunch the numbers and depict the results in charts and graphs. You need postage and mail facilities to send and receive questionnaires and stay in touch with consumer panel members. You need printing resources to print questionnaires, telephone survey sheets, final reports, and consumer panel news updates. Telephone surveys may require a bank of phones. You need resources to process responses as well as resources for follow-up programs, such as incentives to encourage responses. Focus groups and consumer panels may require travel and lodging budgets.

## **5. Product and Brand Management**

Managing the product and brand are very important. Without them there is nothing to sell, no reason for a marketing program. Take care of your products and services. Manage them carefully.

First, you must target your market. Your goal may be to increase your market share, redefine the market and what customers expect in a product, or expand the existing market to include related markets. Next, establish your competitive position against a known competitor or revise how your customers and potential customers see your product offerings. Develop appropriate packaging. Managing the packaging involves the product's brand name—protecting it against trademark infringement and establishing recognition—as well as how the product is physically presented. Finally, decide on product releases and spin-offs. As a product manager you should be concerned about the product's progress along its life cycle and its standing in comparison to the competition and the marketplace. Examine competitor offerings to see if you can match them to remain competitive. Always look for opportunities to introduce a new or exist-

### **Research Data Gathering Tasks:**

- Focus Groups
- Mail Questionnaires
- Telephone Surveys
- Consumer Panel

### **Research Data Gathering Skills:**

- Interviewing
- Statistics
- Survey Development
- Analysis

### **Research Data Gathering Resources:**

- Meeting Rooms
- Stat Software
- Mail Facilities
- Printing
- Postage
- Telephones
- Processing
- Follow-up

### **Product Management Tasks:**

- Target Market
- Competitive Position
- Packaging
- Product Spin-offs

ing product into the market. Of course, discovery and product development introduce new products into the mix of your management tasks. Product introductions are the most time-consuming and resource-demanding marketing programs. The stakes are high. There is the possibility of failure, but success is sweet.

The skills you need for product management include product monitoring skills. You must be able to digest bits of information from different sources and put the pieces together to form a complete picture. You'll call on your analytical skills to help you digest the numbers and reports to refine current and projected marketing activities. Creativity also plays a role in product management as you use circumstances to your advantage and scour the horizon for new opportunities. Marketing savvy is a crucial skill for product management. It requires that you understand how all the components of a marketing plan interact and how to make them work for you. Lessons learned on a chess board, such as a willingness to take risks and evaluate offensive and defensive positions, come in handy when the competition is stiff.

Leading the list of resources necessary for product management is manufacturing. How, where, and by whom will your product be manufactured? You need a strong supplier network. Establish relationships with firms who know their business. Don't try to do everything in-house unless you have the proper resources. You'll need an appropriate inventory; inventory management requires careful planning. You can easily run out of product for a sample promotion, or have too much product if demand projections are too high. An inventory sitting on your shelves can become dated. You need storage—perhaps in a backroom, basement, or warehouse. Storage should be easily accessible for shipping and deliveries.

## 6. Pricing Management

Price management brings you into the world of financial management and microeconomics. Is your information center profit oriented? Are you working toward cost recovery? Either way, you need to understand and monitor your costs. When working on price management, don't forget to factor in profit margins and development monies.

Among your tasks are an examination of your competitors. Monitor their pricing and strategies. Perhaps you will take advantage of a competitor's price increase by lowering your fees. Possible strategies include engaging in a price war with competitors, using a competitor's price to guide yours, or saturating the market with a product at a low price. This price might not make any profit, but will generate income through subsequent usage of the product. Pricing strategies include both standard pricing and special promotions: Working hand-in-hand with the promotion efforts of your marketing program, you can create special pricing offers. These offers might include an introductory price, a limited time offer, discount coupons, inventory clearance sales, or rebates.

The skills you need for pricing management include a general understanding of financial management. You must understand time and materials.

### Product Management Skills:

- Product Monitoring
- Analytical
- Creative
- Marketing Savvy

### Product Management Resources:

- Manufacturing
- Suppliers
- Inventory
- Storage

### Pricing Management Tasks:

- Goals & Strategies
- Competitors
- Special Promotions

bookkeeping and accounting, and cost centers so that you can determine prices to meet your goals and objectives. You must know your expenses and costs, and how to distinguish "green dollars" from "gray dollars." You need the ability to generate and work with spreadsheet reports. You need to be able to perform a budget analysis. You need to know how to ask questions about costs. You'll need to perform a cost analysis. Paying attention to details for a cost project helps with the final analysis of actual costs. This is a learned skill that increases with experience.

What resources do you need for pricing management? A good spreadsheet is essential. Cost and budget systems must be established so you can monitor costs and create accurate budgets. You'll also need an inventory system. Without one, you'll never know how much money is tied up on the shelves. You need a billing system. You need to manage how you'll receive money and handle invoices. Will you accept charge cards? Will you require purchase orders? Plan how your billing system will interact with shipping and receiving. The billing system is crucial for a fluid cash flow operation.

## **7. Distribution Management**

Distribution management involves getting your product to customers. There are several methods, of which you might choose one, a few, or all. First, there is self-representation. Establishing your own distribution involves higher profits but demands greater resources: order taking and processing, warehousing, pricing, order filling, and inventory control. If you can handle all these considerations, you'll have full control over how your product is delivered to the end-user and how it is represented. The next option is to employ vendors. When you use established channels you give up a percentage of profits—30 to 60%—but you can take advantage of an existing fulfillment system. However, you will lose some control over customer lists and how your product is handled and delivered unless you have a strong contract. Another option, using manufacturers' representatives is like hiring a sales force without bringing them into your office. This method gives your product a local representative that you can dispatch to prospective customers. However, the representative usually handles other products and unless you have a favorable contract, you have little control over how your product is presented.

The skills you need for distribution include an understanding of legal contracts. Contractual agreements form the basis for vendor and manufacturing representative distribution. Without contract experience you may give up more than you need to. Even if someone negotiates for you, consider taking a beginning contracts course. You must be able to anticipate the future. Distribution channels can take from six months to several years to establish. Don't limit your product distribution strategy to just this year. How do you want the product distributed in two years? In five years? Distribution requires negotiating savvy. Negotiating requires you to think on your feet. If you are intimidated, get outside help. Don't be shy about your negotiating terms. Look after your own interests!

### **Pricing Management Skills:**

- Financial Management
- Spreadsheet Reports
- Budget Analysis
- Cost Analysis

### **Pricing Management Resources:**

- Spreadsheet Programs
- Cost & Budget Systems
- Inventory System
- Billing System

### **Distribution Management Tasks:**

- Self Representation
- Vendors
- Manufacturers' Representatives

### **Distribution Skills:**

- Legal Contracts
- Eye for Detail
- Anticipate Future
- Negotiating Savvy

Among the resources you'll need for distribution are legal support. Even if you have some contract experience, it is wise to have an attorney on call who can review contracts and look after your best interests. You'll need a delivery system. How will you get the product to the vendor? What about samples? What is the delivery schedule? Delivery systems to vendors and representatives will probably be different from those used for direct customers. They must be able to handle large quantities with a longer lead time. You'll need inventory management resources. Establishing and managing an inventory system becomes critical when you use distributors. You must monitor the inventory in your stores and be aware of the inventory in your distributors' warehouses. Overstocking or understocking is easy without accurate numbers. You'll need quality controls. When the product is distributed from your shop you can easily monitor the quality. But using distributors makes it difficult to control how the product looks and performs by the time it gets to a customer. You'll also have to deal with returns on damaged merchandise.

## 8. Promotion

The tasks you'll undertake for promotion include organizing sales promotions: discount coupons, free samples, free gifts with order, and rebates. Remember to coordinate promotions with the pricing plan, for they effect profits, product inventory levels, and advertising efforts. Code your promotions so they can be monitored and evaluated. Did they increase sales? Make people switch brands? You might consider offering promotional items—free hats, t-shirts, mugs—for each order. Another task is personal sales: talking with prospective customers. This requires a staff, account representatives that make sales calls, or a telemarketing crew. Exhibits, presentations at meetings, even the reference interview in the library is a form of personal sales. Advertising tasks require planning. Because of media schedules you must plan your advertisements at least four months in advance. A successful advertising plan relies on the coordination of many different sources: message, designers, copy writers, photographers, and a media coordinator to place insertion orders and get the best price for ads. Don't forget to code ads and monitor returns. Your system must tell you the response rate and sales generated. Display ads, direct mail, brochures, inserts, and postcard decks are all forms of advertising to consider. The key task for a successful advertising plan is discovering the best mix of promotion activities for your marketing objectives.

The skills needed for promotion begin with imagination. Even if you don't create the final promotion materials, you need imagination to work with creative people so you'll recognize a good idea when presented with one. You will also benefit from a winning personality. Often, you'll be the one presenting the product to others—customers, staff members, investors, vendors, manufacturing reps. You must be able to make interesting presentations and win support with your personality. You need resourcefulness. Even with a respectable budget, you'll draw on your resourcefulness when everything goes wrong, the unthinkable happens, and the show must go on. You'll need organization skills. Promotion activities, particularly advertising, happen at such a fast pace, with unrelenting deadlines, that an unorganized manager can become overwhelmed. You

### Distribution Management Resources:

- Legal Support
- Delivery Systems
- Inventory
- Management
- Quality Controls

### Promotion Tasks:

- Sales Promotions
- Personal Sales
- Advertising

### Promotion Skills:

- Imagination
- Personality
- Resourcefulness
- Organization
- Writing and Editing
- Design and Color
- Printing and Video

need writing and editing skills. Writing promotion headlines and copy requires a certain flair and style. It can be developed with a lot of practice. You'll need an eye for design and color. Although you can learn basic design rules, you can't develop a flair for color and design. This can not be learned. If you don't have this flair, find someone dependable and available who does. You must learn the basic skills for working with printing and video. Understanding how materials are printed and videos are produced will help you in the budgeting and scheduling process.

What resources will you need for promotion? Software, to begin with. The most popular programs for layout and production are PageMaker and Quark Express. For illustration and graphic design, the most popular programs are Aldus Freehand, Illustrator, and Photoshop. You can end up investing a fair amount of time and resources in software. If you won't be using them a lot, outsource promotion materials to an advertising agency. Collect advertising guides and schedules. Before you can create an advertising budget or schedule, you need to identify where you'll advertise, and learn their schedules and rates. If you place enough advertising with one firm, you can negotiate discounts. You must develop relationships with vendors and suppliers. Even if you produce promotion materials in-house, you'll need to establish relationships with reputable printers, speciality ad agencies, mail houses, sign makers, and exhibit houses. If you decide to distribute your product using in-house resources, you will need to identify a sales force, train, and manage them. You can set them up in territories, or use an account representative approach.

## **9. Public Relations**

The function of public relations is to make customers, the community, and workers feel good about your organization and what it produces. Among your tasks is to develop your organizational image: how the organization is perceived by customers, the marketplace, competitors, staff members. There are several aspects to your organizational image. The first, identity, includes your logo, signage, packaging, facilities, and cohesive image. The second, slogans, sum up what the organization or product does. Finally, communications pieces include newsletters, annual reports, and company brochures. Events such as charity fund-raisers, sponsorships, and community action committees are among the tools of public relations. Speakers' bureaus help get the right image out to the community. In addition to the general projection of your image, you must deal with various media communications tasks. This involves working with journalists, reporters, writers, photographers, and newsroom editors who will spread the word about your product if you can present them with an interesting and timely story.

What skills do you need for public relations? First and foremost, writing and editing; you must be able to write press releases, annual reports, and story ideas. This writing is closer to journalism than promotion writing. You must develop media relations skills. Understanding how the press works is critical to getting your story printed or on the air. You'll maintain working relationships with important members of the media who publish your releases and run your videos.

### **Promotion Resources:**

- Software
- Layout and Production
- Illustration and Graphics
- Advertising Guides
- Schedules
- Vendors and Suppliers
- Sales Force

### **Public Relations Tasks:**

- Press Releases
- Journal Articles and Interviews
- News Conferences
- Product Videos
- Product Reviews
- Organizational Image
- Media Communications

Knowing how audio is recorded and how video is shot is handy. You should be able to work up a script and get a video produced about your product. Knowledge of still photography—how to take photographs, how to crop, how to use photos in a story—is a skill that you'll need for producing interesting newsletters and articles. Public speaking skills play a role when you call a press conference, host an event, or sponsor a meeting. You'll be the person standing at the podium making the opening remarks, introductions, and closing comments. Finally, you need to be organized. Without good organization skills, public relations tasks can seem overwhelming. More than any other part of a marketing program, the public relations effort needs to be able to respond at a moment's notice on any issue effecting your organization. You must be organized to handle any crisis that might arise.

What resources do you need for public relations? The software you use in promotion will serve you well here. You'll also need vendors and suppliers for printing and specialty advertising, exhibit houses, photographers, and video houses. Although you can purchase media and editor lists and directories, it's best to develop your own mailing list. Unless you plan to scan the papers, radio, magazines, and TV stations yourself, hire a clipping service that can deliver compilations of story reprints that feature your organization, your products, your competitors, the marketplace, and your staff.

## 10. Managing Within Budget

I know that what I have just presented may be more than you'd ever do in a lifetime of marketing. But these are the skills and resources it takes to maintain a comprehensive marketing program. For some, a one person marketing program will be sufficient. Others will need a full-scale marketing staff.

Where can you get resources for your marketing program? You may already have talent on your library staff. If you discover talented personnel, don't try to add marketing responsibilities to their other duties. Something will not get done. Reassign duties to give staff members time to try their hand at marketing assignments. (I say this with a dire warning. Don't try to make someone into something they are not!)

Seek the help of other departments or sections in your organization, especially the marketing and communications people. You could find researchers, designers, writers, and other resources ready to be put to work. If they bill you for their time, do some comparison shopping. In-house may not mean inexpensive. Also, know exactly who will work on your projects. Sometimes the marketing department will send jobs out, lessening your control over the project.

If no in-house resources are available, seek the advice and assistance of advertising agencies, communications firms, and consultants that specialize in marketing. Outline what you want and request comments and suggestions. Have a budget figure from which to work. Marketing experts will tell you if it's realistic. Sometimes a good resource can be found at the local university. Many have graduate assistant programs where students work on projects for credit.

### Public Relations Skills:

- Writing and Editing
- Media Relations
- Audio and Visual
- Photography
- Public Speaking
- Organization

### Public Relations Resources:

- Software:
  - Layout & Production
  - Illustration & Graphic
- Vendors & Suppliers
- Media & Editor Lists
- Clipping Service

## 11. Twelve Key Points

**Understand Expenses and Costs:** You must understand where and what the expenses are in your marketing plan. Without knowing where and what your projected expenses are, you can't make intelligent decisions.

**Know Your Budget:** Don't just pick a number. Work on each line item and monitor expenditures and returns on a monthly and quarterly basis. Know your objectives and expenses. Create a budget based on those two items, then look to see what you can afford. If you can't afford the budget, start modifying.

**Measure Returns on Investment:** Don't fly by the seat of your pants. Collect the data and evaluate it to find out how your resources are working.

**Be Organized:** Marketing requires a high degree of organization that can't be left to a rainy day. There are too many surprises in every marketing activity that you have to deal with. Being organized from the start reduces stress.

**Maximize Resource Allocations:** Keep an eye out for free and high visibility opportunities. Use your imagination to stretch resources. For example, if you pay an illustrator several thousand dollars for an illustration, make sure that it can be used both in its entirety and in sections.

**Learn From Experience:** As you proceed with marketing efforts, be observant and take notes. Don't make the same mistake twice. The library association swap and shops may sound frivolous, but there's always something that you can take away from someone else's experience.

**Be a Market Leader:** While it's risky business to be the first on the block to offer a product, it can also be very profitable to beat the competition.

**Take Advantage of Opportunities:** Keep an open mind at all times. You never know when something may pop up.

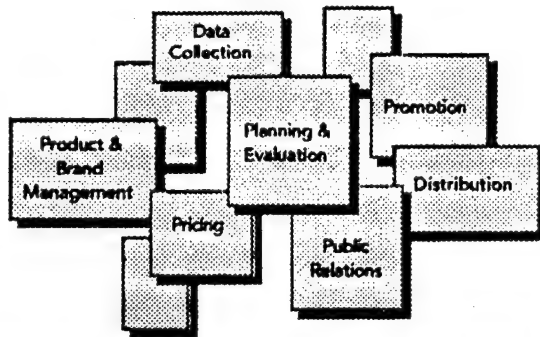
**Be Flexible:** Neither marketing plans nor the marketplace are set in stone.

**Know Your Customers:** Make a point of talking with customers. Get to know them. You'll learn a lot.

**Set Realistic Expectations:** Don't set yourself up for disappointment by choosing unattainable goals. It's a lot easier to adjust goals upwards than it is to explain why goals weren't met.

**Don't be Afraid to Make Mistakes:** Face it. You're going to make mistakes. They won't kill you. Don't put off initiating a marketing effort just because there are risks involved. Do your best and move forward. If marketing isn't your forte, find someone who can do it for you. Chances are you'll sleep better at night.

## Marketing Activities



## Planning & Evaluation Tasks

Collection & Analysis  
 Planning & Monitoring  
 Implementation

## Planning & Evaluation: What Do You Need?

Skills...  
 Organization  
 Writing  
 Analytical  
 Vision  
 Flexibility  
 Budgeting  
 Scheduling  
 Initiative



## Planning & Evaluation: What Do You Need?

Resources...  
 Reports  
 Spreadsheets  
 Implementation  
 Budget



### Data Collection Tasks

Internal Data  
Customer Databases  
Sales Databases  
Promotion Response Databases  
Inventory & Manufacturing  
Databases




### Data Collection: What Do You Need?

Resources...  
Tracking System  
Coding Standards  
Geographic Codes  
Response Codes  
Product Indicators





### Data Collection: What Do You Need?

Skills...  
Software Programs  
Organization  
Evaluation Reports



### Research Data Gathering Tasks

Focus Groups  
Mail Questionnaires  
Telephone Surveys  
Consumer Panel



**Research Data  
Gathering:  
What Do You  
Need?**

**Skills...**  
Interviewing  
Statistics  
Survey Development  
Analysis

**Research Data  
Gathering:  
What Do You  
Need?**

**Resources...**  
Meeting Rooms  
Stat Software  
Mail Facilities  
Printing  
Postage  
Telephones  
Processing  
Follow-up

**Product & Brand  
Management Tasks**

Target Market  
Competitive Position  
Packaging  
Product Spin-offs

**Product  
Management:  
What Do You  
Need?**

**Skills...**  
Product Monitoring  
Analytical  
Creative  
Marketing Savvy

**Product  
Management:  
What Do You  
Need?**

**Resources...**  
Manufacturing  
Suppliers  
Inventory  
Storage

**Pricing Management Tasks**

Goals & Strategies  
Competitors  
Special Promotions

**Pricing  
Management:  
What Do You  
Need?**

**Skills...**  
Financial Management  
Spreadsheet Reports  
Budget Analysis  
Cost Analysis

**Pricing  
Management:  
What Do You  
Need?**

**Resources...**  
Spreadsheet Programs  
Cost & Budget Systems  
Inventory System  
Billing System

## Distribution Management Tasks

Self Representation  
Vendors  
Manufacturers Representatives

## Distribution: What Do You Need?

Skills...  
Legal Contracts  
Eye for Detail  
Anticipate Future  
Negotiating Savvy

## Distribution: What Do You Need?

Resources...  
Legal Support  
Delivery Systems  
Inventory Management  
Quality Controls

## Promotion Tasks

Sales Promotions  
Personal Sales  
Advertising

**Promotion:  
What Do You  
Need?**

**Skills...**  
 Imagination  
 Personality  
 Resourcefulness  
 Organization  
 Writing & Editing  
 Design & Color  
 Printing & Video

**Promotion:  
What Do You  
Need?**

**Resources...**  
**Software:**  
 Layout & Production  
 Illustration & Graphic  
 Advertising Guides  
 Schedules  
 Vendors & Suppliers  
 Sales Force

**Public Relations Tasks**

Organizational Image  
 Media Communications

**Public Relations:  
What Do You  
Need?**

**Skills...**  
 Writing & Editing  
 Media Relations  
 Audio & Visual  
 Photography  
 Public Speaking  
 Organization

**Public Relations:  
What Do You  
Need?**

**Resources...**

**Software:**

Layout & Production  
Illustration & Graphic  
Vendors & Suppliers  
Media & Editor Lists  
Clipping Service

**Managing Within Budget**

In-house  
Organizational  
Business  
Academic

**12 Key Points**

Understand Expenses  
& Costs  
Know Your Budget  
Measure Returns on  
Investment  
Be Organized  
Maximize Resource  
Allocations  
Learn From Experience

**12 Key Points**

Be a Market Leader  
Take Advantage of  
Opportunities  
Be Flexible  
Know Your Customers  
Set Realistic  
Expectations  
Don't be Afraid to  
Make Mistakes

**CURRENT AND EMERGING TECHNOLOGIES  
PERTINENT TO MARKETING**

**BY**

**SCOTT WILDEMUTH  
IMAGES AND IMPACT  
Franklin Park, New Jersey**

## **Summary of Presentation**

### **Full Text of Presentation Unavailable**

Video and multimedia technologies are proving to be effective complements to traditional marketing tools. This presentation will examine how information providers can best utilize these two technologies as part of their marketing mix. The marketing implications of other emerging technologies -- E-mail, bulletin boards, and the Internet -- will also be discussed.

From television and movies to music videos and video games, the power of the moving image has altered our lives and our culture. You'll learn how to use the medium of video to communicate with prospective customers, as well as how to get a video produced, including scripting, shooting and post-production.

Interactive multimedia may be the hottest technology topic next to the information superhighway. The presentation will help you sort through the hype and decide how multimedia can work for you. You'll come away with an understanding of multimedia's strengths and shortcomings as a marketing tool.

While it is too early to tell if emerging technologies will be effective marketing tools, information providers should watch developments in these areas for specific opportunities. The presentation will help you develop strategies for evaluating non-traditional media.

**METHODS OF ADVERTISING OR “BOOKS  
AREN’T LIKE BAKED BEANS”**

**BY**

**GRACE McCarthy  
BICC Cables Ltd.  
Wrexham Technology Center  
Wrexham, Wales**

**PROACTIVITY IN INFORMATION MANAGEMENT: EFFECTIVE TOOLS AND TECHNIQUES. Orlando, October 1994**

**Paper 8 Methods of advertising or "Books aren't like baked beans"**

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**Abstract**

There is no point in providing an excellent service unless people know about it. Advertising is basically communication. To advertise our services, we need to find ways of communicating with our target audience. Depending on the audience and the message, we may use anything from a one-to-one presentation for a new colleague to a glossy brochure for general awareness or an e-mail message to alert a particular group of library users to a new service. The paper will highlight advertising means appropriate for different purposes and different target audiences. I will also suggest some sources of inspiration for designing your own campaigns.

**1. Introduction**

In 1983 a Gallup poll rated advertisers 24th out of 25 professions for honesty and ethical standards - just ahead of car salesmen (O'Toole, 1980). There has been in the past some reluctance on the part of libraries to get involved with this somewhat disreputable profession. However, just as we have heard from earlier speakers about the need for marketing to identify customer needs, so too we need advertising to communicate with library users and potential users about what we can do.

Tom Simpson argues that while "It may seem poor stewardship to spend money and time on promotion when it is so desperately needed to select, buy and catalog books, but the alternative might be watching a good (and expensive) book sit on the shelves because people don't know the library has it."

We also need to use some form of advertising to remind whoever is responsible for deciding our funding what a good job we do.

The ideal advertisement contains information about the product or service in terms of the benefits to users, not just a list of features. It should be relevant to the person seeing it. It should be honest. If an advertisement is misleading, the consumer won't trust that manufacturer again. If this conference doesn't live up to the flyer you received, you might think very seriously before attending another conference organised by the same people - unless you're here for the social side, the contacts or a holiday! Before beginning any promotion, we should be perfectly clear about the services we are promoting, their strengths and weaknesses, and their benefits to the users. In an earlier paper, I have given an example of doing a SWOT analysis of online information prior to promoting the service (McCarthy, 1990).

In special libraries, we have an advantage over public libraries in that we have smaller groups of users with more predictable information needs. We can segment our markets more easily and we can make our advertisements relevant to our users. In a book entitled "How to capture the advertising high ground", Winston Fletcher argues that relevance is the key to getting people to see and remember our ads. If a colleague happens to need some physical data and sees our information with examples of similar data which he can obtain at the library, he will be more likely to remember that ad than a colleague who never requires such information. In fact, the colleague who doesn't require this information may not even see the ad - an example of selective perception at work. If we use direct mail, it is estimated that we have 10 seconds to make an impact before the recipient decides to keep it or dump it.

## 2. Forms of advertising

So, how should we advertise? Like any form of communication, we need to know who our target audience is and address them in an appropriate manner. We need to be clear about what we are communicating and what we want the audience to do as a result. We need to choose appropriate formats for our message. And we need to have some idea about how we are going to evaluate the success or otherwise of our efforts.

Earlier speakers have already discussed how to segment our users and identify their needs. This work which is essential for providing an excellent service, is also the foundation of our advertising or promotional material. There will be some common ground among our users - they are mostly professional, they share a common organisational goal and culture, but they fulfil different roles within the organisation and have different information needs. Once we have identified the information needs, we can promote our service in terms of the benefits it offers to users. Listing all the various sources of information available will make all but the most enthusiastic library users yawn. Giving examples of how problems can be solved with relevant information is more likely to keep the audience's attention.

What do we want the audience to do? We may want to make them aware that the library exists or that there are certain services which may be useful in their work. We may want them to visit the library, to try specific information products. We may want to remind them about existing products or encourage them to see if new ones may be relevant. As information people, we may imagine that a particular new reference work would be useful to certain colleagues but until they try it, we can't be sure. The more of a partnership we can create with our scientific, technical and other colleagues, the better information service we can provide.

We may also wish to enhance our image as a professional service or we may wish to make sure the organisation knows how valuable we are - not just reactively when cuts are threatened, but as an ongoing theme. We may want to stress a particular aspect of our service eg the confidentiality we guarantee.

### **3. Promoting the special library**

So, which forms of promotion work best for the special library? Personal selling and publicity/PR are probably the most commonly used. Whenever someone comes into our libraries, we are selling to them, not just providing information. Most libraries also have some written information available. But advertising and sales promotions can have their place too, if we wish to experiment.

#### **3.1 Personal selling**

Personal selling is very effective but also very expensive, in terms of time - both for us and for the people to whom we are selling. It is useful for introducing new services or presenting the service to potential new users. Where possible, presentations should be made to small homogeneous groups so that the examples given are relevant and real life questions can be tried out. Using real life questions is one way to ensure that users' expectations are realistic. They can see what sort of computer problems can occur, how many references can come up for a broad or vague search but also how fast the computer can be in retrieving very useful information.

#### **3.2 PR**

Publicity is essential. This can be very simple. For instance, we should check our entries in the in-house telephone directory - all staff should be listed by name, and 'library' or 'information centre' should also be listed, even if we have an additional entry such as Joule Library or Terman Engineering Library. People new to the organisation will often check the telephone directory as their first point of contact and they may not know the formal title of the information centre. Being included on site maps is also important.

We should make sure we get coverage in site and other organisational magazines or journals. The editors of in-house magazines are usually grateful for contributions especially if you can provide either a topical hook or an entertaining/unusual story. For example, a feature on the library's collection of maps, foreign language collections and country studies (including online resources) could be pegged to the UN mission in Rwanda (if the library has at least some information on that country! - remember, you must be honest and not raise unrealistic expectations). A disastrous fire within the organisation or a local earthquake might provide the basis for a feature on fire resistant materials or earthquake science.

Photographs always help to make sure your article gets included - and maybe makes the cover. Quizzes and competitions are fun things to include, and the winners always enjoy seeing their name in print.

Of course, producing a library newsletter allows you to cover anything you like, as you decide what to include. Desk top publishing has made it easier but if you are in a small library, you may find that the effort required even for a short newsletter is more than is justified by the results - in which case, it is all the more important to be included in other people's newsletters, and such coverage is free, apart from your time in researching and writing the article.

Library signposting should be clear. The library staff should look and act professionally - it does not enhance a library's image if a patron arrives and finds the staff with their feet on the desks, chatting and ignoring the users. As Elizabeth Wood (1988) puts it, "A crabby or a pleasant but bumbling service desk attendant convinces many a patron of the ill temper and incompetence of the staff at large". The library should be a welcoming place, whether it is the CEO or the apprentices coming in. Their previous experiences of libraries may have been a negative one so we need to make sure they know it is their service, not something run for our benefit. We exist because they do, it is that simple. It takes sensitivity to know which library patrons would like to be welcomed and helped (not in a patronizing way) and which just want to browse. The more we can be sensitive to people's wishes, the more they will enjoy coming to the library.

First impressions are hard to change. In all advertising, the first contact is important. We expend most effort getting someone to try a new product or service. It is far cheaper to keep an existing customer than to obtain a new one. So we should make sure we know if our existing users are satisfied, not just take them for granted.

Attending trade shows or speaking at external seminars relevant to the organisation's business will also enhance the library's image. Your customers may realise how lucky they are that they have you to provide their information as you are recognised by their peers in industry at large. Similarly, writing a paper for one of the journals they read will impress them eg a paper in Chemtech will be seen by many scientists worldwide. Just as people who have just bought a Jaguar or a BMW will peruse the latest Jaguar or BMW ads for confirmation that they have bought a quality car, so anything which confirms our professional ability will make people have confidence in our service.

### 3.3 Advertising

Direct mail is a form of advertising, whose success depends on the relevance of the message to the recipient, the quality of the message and the appropriate mailing list. If there is a group of scientists who might be interested in Chemical Abstracts on CD-ROM, then direct mail might be one way of reaching them - it depends largely on the size of your organisations and how many people might be interested in the service being marketed.

Similarly, in a large organisation, fliers in the staff restaurant will reach many people quickly and cheaply. However, such fliers are often ignored. If numbers are small, personal contact and an invitation to try a new service will be more effective.

A user survey can be an advertisement too - if you ask your users to evaluate the various services they use, you may alert some of them to services they were unaware of. You could leave a space on the questionnaire for them to mark any services about which they would like more information. It won't distract from the purpose of the questionnaire and you get additional information. This is particularly useful for people who have been happily using the service for one thing for years eg referring to manufacturing or testing standards and don't realise how useful other aspects could be.

All the visuals associated with the library should convey a professional look. Computers have made this much easier, both for general letters and for graphics. Faded dot matrix print quality is out and crisp clear laser quality print is essential. Graphics packages have made it easy to produce posters to put on notice boards. Newsletters and brochures should be professionally produced - it may be possible to share a brochure with another service in order to save costs. Another way to save costs is to use materials provided by online hosts such as Dialog. Hosts will often provide free demonstration passwords which will save your budget. Some will also send staff to demonstrate their systems for you.

What about the use of humour? Well, people's response to humour can vary but if we can raise a chuckle then there is a better chance people will remember the message. It is up to us to decide what sort of humour is appropriate. The Confederation of British Industry information centre leaves humorous messages on its answering machine. I'm not sure how I would react if I desperately needed some information at 6pm on a Friday evening and instead was offered a song. As I mentioned in an earlier paper (McCarthy, 1992), the scientists in the organisation where I work are reminded to do an information search before beginning work with the slogan 'Say Grace' - I didn't invent it but I can live with it and it serves its purpose.

One easy way to remind people you are there is to have messages come up on the network when people log in. It might be a reminder that the new edition of Current Contents is on the network or that the Library has a new CD-ROM - but don't forget to find other ways to alert those who are not computer literate.

Presentations and seminars are a great way of getting your message across. You may be invited to do them or you may organise your own. Finance people might find a presentation on company accounts databases and mergers and acquisitions information of use whereas technical people might just glaze over at the sight of such information.

Marketing people might not appreciate a demonstration of Inspec or Ceramics Abstracts but they might appreciate the ability to print out mailing labels from a relevant company directory. As with all advertising, relevance is key. Training sessions are also opportunities for publicising some of the library's other services in addition to the topic of training.

### 3.4 Promotions

Sales promotions include incentives such as buy one get one free and are often not appropriate in the special library situation but it might be fun to try now and then - eg pay the normal fee for a search of a particular database and get the second search in the same database for half price. You might want to discourage people from last minute panic requests so you might offer a reduction for searches which will be carried out within 72 hours instead of 1 (sounds better than charging extra for the short notice ones!).

You might want to offer a reward for bringing in new users - after all, word of mouth recommendation is the best form of advertising and one money cannot buy.

What sort of reward? Well, different people value different things, some patrons might enjoy having their name mentioned in the library newsletter as a valued patron, others might prefer to be able to choose a book to be purchased for the library stock.

Another example of a promotion which might not normally be used in libraries but which could also be fun would be a 'Pepsi Challenge' type promotion. Pepsi now outsells Coca Cola in the US as a direct result of this promotion. How might it work in the special library? Well, have any of you got users who prefer to use their own sources, books/journals, grapevine contacts rather than the library? Why not challenge them to see who can find out the most information most quickly on a set of given topics and have library staff compete as well? When you compare the answers, you will probably find an overlap rather than complete duplication and the answers may be very interesting. Some of the grapevine information will probably be practical, based on someone's hunch or experience, some of the up to date online information may be new to the scientist.

The challenge can lead to an improved appreciation of each other's resources - you may find yourself referring people to the grapevine contacts, depending on the information required. A lot of information in the manufacturing engineering sector for example does not get written down and is therefore not to be found in journals or databases. The engineers claim they are too busy. Chemists on the other hand are trained at university to use literature and to write up their experiments so that chemical information is easier to obtain.

#### 4. Where to get ideas

Where can we get ideas for promoting our library? We can get them from handbooks specific to the library profession or external to it. The *Sales Promotion Handbook* (Riso, 1973) offers lots of suggestions such as using case studies in advertisements, organising special weeks or anniversary promotions and holding open houses. Many of these events will not only attract visitors to the library but will also generate press coverage in in-house magazines and often in local or trade press as well, thus getting double value for the effort spent, and reaching audiences who couldn't attend in person.

The *Library Promotion Handbook* (Edsall, 1980) uses examples specific to libraries recommending the use of name tags, not using jargon, not just pointing at books when we want to indicate where the user can find some information him/herself and other simple practical suggestions for making our libraries more inviting places. It also gives an excellent checklist for planning special events. A special event could be an exhibit on a particular theme - relevant to the success of our organisation. Although most examples in this book come from public libraries, we can easily see how we might apply them in special libraries. It features examples of overdue reminders using humour, bookmarks, contests and so on.

Garvey's book on library public relations points out that we should consider the proposed longevity of the publicity material we are preparing. If we decide to include sample prices for example, then the best way is probably to put them on a looseleaf insert which can be updated cheaply. a series of looseleaf pages is often a good way to provide information on the library as the package can be made relevant to different user groups by including different pages eg there could be some general information on the cover and then subject specific or time dated information on loose pages. If you are using photographs, beware - clothes and hairstyles do change over time and it is difficult to convey the impression of an update forward looking library if the accompanying visuals look very old fashioned. Also, if we are using case studies, we should update these - particularly if the example we have been using is no longer a success. Just as a company used as an example of a past client can run into financial difficulties, so too can projects to which we have provided information. It is good practice therefore to review all our publicity material regularly.

Keiser and Galvin (1988) offer some suggestions specifically for corporate or special libraries. These include participation in new employee orientation programmes, giving presentations to 'information hungry' groups such as marketing and strategic planning, supplying executives with tailored information and including evidence of where the library has had direct impact on the corporation's effectiveness eg saving money or improving productivity. An example might be where you were the first to spot the potential application of a new process in your organisation and you persuaded others to evaluate it and run it.

But one of my favourites to browse through is **The Whole Library Handbook** - it includes a section on PR, on National Library Week but also examples of posters, librarians' business cards, rubber stamps, library postcards. On business cards, for example, it suggests that a poor quality business card is worse than no business card at all because it reinforces negative stereotypes but that a good business card not only has practical uses (others know how to contact you) but also confers intangible benefits of professional status on the bearer.

Professional literature such as that published by the ALA or Aslib often feature marketing and promotional ideas as well. The September 1994 issue of Aslib's **Managing Information**, for example, features articles on marketing planning, how not to write a press release and one I wrote on giving in-house presentations (McCarthy, 1994a). And any time we see examples of good promotion, we should log them in the back of our minds, in case we can convert them for our own use.

The other thing to watch for every year are the awards for library promotions - these are the John Cotton Dana awards in the US and the Library Association/T.C. Farries awards in the UK. The UK entries are publicised in the Library Association Record and the US ones are summarised in 'Great Library Promotion Ideas' published by the American Library Association. Most entries are not from special libraries but I hope I have pointed out that we can get inspiration from a wide variety of sources - not just from special libraries, not even just from libraries. Promoting the use of information may be different from promoting baked beans but if you see a good idea some where, use it!

Also, if you have a good idea, why not enter it for an award and get additional publicity for your information centre. Others will benefit from your ideas as you did from theirs. Of course, if you have found that visiting users personally is the most effective way to promote your library, then it is difficult to enter this for an award - but that shouldn't stop you. Always choose what works for you and achieves the results you are seeking.

The important thing is to enjoy promoting the library. When you tell others about what you can do, it is a bit like updating your curriculum vitae - you impress yourself and feel good about your organisation. Some promotions may not work. Some of the best advertising agencies in the world have had flops so we shouldn't be too hard on ourselves if a particular venture doesn't have the effect you hoped for. Try again and keep trying, success will come.

## 5. Success

How do we know if we have been successful? It depends on what we were trying to achieve. If we wanted to introduce a new CD-ROM, we can monitor its use very simply. Again, in the special library situation, we can tell more easily when we have new users than in the public library situation. The next speaker will address the topic of evaluating success.

A common question asked is what if we've been too successful? If our ads have been misleading, the upsurge in usage will be temporary. If not, then we will have uncovered unserved needs in our user community and it is part of our responsibility to cope with them. I don't know of any library which states as its goal that it wishes to serve the known needs of existing library users only. But if the newly identified needs stretch us too much, then we have to find ways to deal with them. This may be using the increased usage as justification for additional resources (staff/electronic/contracting out) or we may have to prioritise certain segments of our target markets. This should be done in line with the organisation's and library's mission. It should not be done on an ad hoc basis.

Encouraging self service is one way to stretch our resources - eg end users can do their own searching on CD-ROMS or online. Most of our colleagues have the intelligence and ability to do their own searches and enjoy doing so. We can advise on choice of database and appropriate search strategies. Many people will carry out regular searches on a particular database and become very competent at searching it. In fact, with a combination of their subject knowledge and experience of searching, they may do a better job than us, even if it pains us to admit it. People who need only occasional searches or people who are too busy to do their own or people who need complicated searches done will still want our help. Online hosts are keen for obvious reasons to encourage end user searches and will provide some excellent promotional material, demonstration disks or free passwords.

Furthermore, we may decide it is time some of our users became non-users or less frequent users ... not because they are patrons we dislike or have difficulty in dealing with, but possibly if they have alternative sources of information available to them. In a paper I wrote earlier this year on "Getting to know your non-users" (McCarthy, 1994b), I suggested that one category might be medical colleagues.

In Britain, all doctors have access to the excellent information resources of the British Medical Association. A special library in a company cannot match their depth of coverage and subject knowledge. Therefore, it might make sense for the company doctor to use the BMA's library rather than the company one or as well as it. It will also be cheaper for the company and not use your time. Other professions enjoy varying levels of information support. It is worth finding out what sources your colleagues have access to - you may wish to tap into them yourself from time to time.

## 6. Conclusion

We do need to promote our libraries because we exist to serve any part of the organisation which can benefit from our information service. We should not try to sell our services just to protect our own jobs. We should make sure that we are providing services and developing new services which support the aims of the organisation. Promotion can take many forms and we must decide which forms suit our organisation best. A combination of approaches will keep both our users and ourselves interested. Have fun!

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# **ESTABLISHING FEES FOR SERVICES**

**BY**

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### Abstract

Switching from free to fee services requires strategic and operational planning. Other key issues to be addressed include developing benchmark costs of current services, determining the product mix for fee services, price setting considerations, communicating with current and potential customers, training staff, changing the culture, and marketing the services. Also discussed are the means and methods for measuring and evaluating success of the fee services program and its acceptance by the library's customers.

## FEES FOR LIBRARY SERVICES: GOALS IN CONFLICT?

The vision of libraries as businesses has become a reality as more and more have begun to charge for their services.

Two specific trends have impacted this process. The primary impetus for change has been the tightening financial picture in both the private and public sectors, which have made it imperative for libraries to identify alternative sources of funding. Concomitantly, consultants and information brokers have become major competitors of libraries, providing the services that are on the librarians' traditional turf, and yielding positive bottom line results for these efforts that clearly demonstrate the intrinsic value of information.

For a library that has been established and enjoys a solid tradition of providing free service and access to its client base, a switch to charging fees requires a total change in culture, procedures, policies and almost every aspect of life in an organization. For these reasons making the transformation to charging fees for service requires substantive strategic and operational planning.

### DEVELOPING A PLAN

The first step in developing a program for charging fees for library services is to define why such a change is contemplated and what results can be expected. The reasons will vary for each library, but most fall in one or more of the categories listed below:

Fees may provide the means to launch new specialized services, for which there may be a clear need, but insufficient funds for the additional staff or other resources that would be required to offer them.

Budget constraints may require that the library's funding either be cut, or that the difference be derived through alternative revenue generating sources.

The demand for services from the library may be growing at an exponential rate that the current staff cannot meet. In order to provide quality service for the primary customer groups, fees may be imposed on the others to act as a gatekeeper and stifle their demands, thereby returning the library's workload to a more manageable level.

How much income is enough? In defining the purpose of the fees, it is imperative that realistic goals are set for the amount of income required.

Will the fees defray costs by a specific percentage?

Do all costs need to be recovered?

Does the library need to show a profit?

These are questions that must be addressed at the outset when a decision is made that the library will begin to assess fees for the various services it offers. If research and analysis demonstrate that the goal is one that can never be reached, this objective needs to be reconsidered. Several libraries have attempted to "pay their way" and found that the basic costs of running a library and the additional costs of doing business could not be offset by the limited income that they could accrue; they were therefore forced to shut down their ambitious programs. For example, the University of Arizona initiated a fee-based operation that was discontinued after a few years of operation.

## CUSTOMER IDENTIFICATION AND ANALYSIS

The first step in planning a change as dramatic as the switch from a completely free service to a fee-based one is to determine who the library's customers are and what their needs may be. At the American Bankers Association, the Library enjoyed a very positive position as a key information center that had been in existence for 82 years. As the competition for resources became fiercer and the economic climate less secure in the late 1980's, we reached a point where an increase in our budget that was consistent with the impacts of inflation and the goal of expanding the services to fill the growing needs of our users could no longer be automatic. Management suggested we charge fees to offset about half of the increase.

Because we are a membership organization of commercial bankers, consultation with them to shape such a change was imperative. First we needed to analyze our users and determine which members availed themselves of the services and how frequently, and the nature of any usage patterns, by size of bank, region of the country, etc. Analysis of the statistics we had been keeping diligently for many years revealed that there were a group of banks that used us consistently and frequently for customized research, while a very large number called upon us for quick informational responses.

Using this data, we met with a key group of decision makers to validate our findings and verify that a switch to fees for the more extensive, labor-intensive services would be acceptable, if we maintained free responses to the quick reference questions and referrals.

Market research to assure that a library's clientele will be accepting of the switch and understand the need for the fees is essential. It also serves to demonstrate whether they see value in the services and that the level of quality that is provided is worth the fees to be charged.

Surveys of customers can take a variety of forms, whether they include written questionnaires and/or personal interviews. Any survey needs to be professionally constructed so as to be totally objective, not leading the patron to respond as s/he thinks you would like, but providing valid data that will demonstrate what can be expected when there are changes in the way services are offered.

Focus groups, though generally not considered statistically accurate, can provide the means for identifying and perhaps exploring the emotional impact such a major change

might have on users. Furthermore by organizing a number of them, it is possible to build a credible level of evidence that can provide the basis for determining if the change is feasible and how this should be done, or if the library's customers will rise up in protest against the fees and cause the decision to be overturned.

Libraries tend to be near and dear to the hearts of their patrons who feel a sense of pride and ownership that must be nurtured and maintained through quality service and a caring staff. Listening to them and meeting their needs are essential for success, particularly in planning such major changes. Through their input, library clientele can suggest alternatives and options that may change the original plan for the better.

### COMPETITOR INTELLIGENCE

Examination of other information providers and direct competitors is very important for libraries planning to move into a fee-based environment. When the service is free, customers will use every channel available to them, whether or not they are satisfied with the quality of the service. Once there is a charge associated with the product or service offering, there is less tolerance for poor or mediocre quality products.

It is important to determine what guarantees competitors make, the services offered, and at what price.

Since the library's new service mix will compete directly with these other sources, it is also useful to sample their wares. Do they really provide the turnaround promised in the promotional literature? Are the searches as complete and accurate as touted? Are copies clear and complete? Customers will be comparison shopping, so knowing the capabilities and weaknesses of competitors can help shape the product mix and determine if and where a special niche exists for the library.

### IDENTIFICATION OF FEE/FREE SERVICES

Libraries and information centers generally offer a variety of fee services, based on their core competencies. In determining these services, it is important to look at staffing, collection support, equipment needs and any legal barriers.

Product identification is always a top priority for libraries selling their services. Below is a list and brief description of the more popular services.

- ◆ *Research* generally is the premier service of a fee-based information center. It is a totally customized service provided for a single customer. Database searching may be included as part of the research or offered and priced as a separate service. When working with a research customer, it is essential to specifically define the precise topic and any side issues that need to be covered, the time period involved, currency of the required material, how soon it is needed, and the amount of money s/he is willing to pay.

At ABA we make a serious attempt to provide only enough information to assure that the customer can evaluate the issue, obtain the needed information for a business decision and not get bogged down in extensive detail. Our researchers review the available materials, select the best sources and reject the redundant, or not sufficiently substantive resources. **Targeted** research is our primary goal, unless the customer specifically asks for a comprehensive "dump" of everything on a given subject.

- ◆ *Document delivery* is a highly competitive service. To offer this service successfully, a library needs to have a unique collection and/or a special edge of service quality. Rapid transmission by fax and e-mail are becoming the norm, with same or next day service almost the outer limits of acceptability. Copies need to be accurate, legible and complete. Though this is a service that can be highly automated, it also has many very labor-intensive aspects.
- ◆ *Access to the collection* is a service we take for granted in public libraries. In a library that will offer services on a fee basis, access for self-service research is an attractive low cost option to the more expensive research service. However, introducing an entrance or access fee may be the hardest to justify to those customers, when the library changes from a free to a fee service. To overcome this resistance it is helpful to note that the entrance fee will cost the customer less than the purchase of a single book or reference tool.
- ◆ *Information packets* offer an inexpensive alternative for research on popular topics. Most fee-based libraries offer these collections of articles, book chapters and other resources. A schedule of frequent updating needs to be included in the planning process for these products. Since information packets can involve high volume sales, it is also essential that most of the materials reside within the public domain or be those for which permission to copy is available. Otherwise pricing of these packets should include royalties that may be due to publishers.
- ◆ *Database publishing* may include key indexes and bibliographic compilations on the library's areas of specialization. Most libraries have staff with expertise in database design and maintenance. Using this knowledge to develop a unique database can be valuable for the parent institution's industry as well as a source of income for the library.

At ABA we began our database ventures with bibliographic indexes and abstracting tools (Banking Literature Index and FINIS) and have moved on to collect information and organize a database for our members on what banks are doing in the area of community investment.

- ◆ *Publications* offer a variety of options for libraries, using the specialized knowledge of the staff. Key resources can be either bibliographic or those that analyze and document developments and trends on key issues.

- ◆ *Translations* on demand of important papers and documents provide another example of the type of service a library can provide on a fee basis. In this case the library can either serve as the broker to obtain the translation from an outside source or provide the service itself, by capitalizing on staff capabilities.

Even though the basic thrust of the information center may be to move quickly into the new environment of charging for a vast majority of its services, it may be expedient and worthwhile to offer a number of free services. Some of the ways a library can assist its patrons involve little time and effort or may not require special expertise to provide. There may also be a key public relations benefit in offering a limited amount of complimentary services.

- ◆ *Quick information responses* constitute one of the most prevalent of free services in libraries that charge for all other services. Generally they are defined either as those requiring less than 15 minutes of staff time or those that can be answered in the space of a brief phone call using one or two sources where the answer is readily available. Since this service is so closely related to Research, it is very important for the staff and customers that there be a very clear distinction between the two.
- ◆ No discussion of fees in libraries would be complete without mentioning the many *exceptions* that may surface. Every library needs to define its special clientele groups, e.g. students, VIPs, the media, internal customers, etc. and who and when they are eligible for free services.

## PRICING STRATEGIES

Cost/benefit analysis is probably one of the first steps a library should take in exploring the fee service alternative. In pursuing this objective it is essential that all of the costs of the specific services be identified, including salaries, benefits, overhead, materials, equipment, on-line charges, etc.

Nevertheless, it is my opinion that when determining the cost of a specific service, all of the expenses of running the whole library should not be factored in, unless these are directly related to the specific service being analyzed. For example, if the library will offer a research service to outside customers, but also provides a complete, full service library facility for the staff of the organization, these costs should not be loaded upon the outside customers. They should be paying for only those actual costs that are required to offer them this service, with a legitimate mark-up.

Since a successful fees for service program is dependent on return customers, they need to be confident that they are getting value for their dollars and fair treatment from the provider. Pricing strategies need to uphold these values.

An obvious aspect of any pricing strategy is that it needs to focus on what other competitors in this market are charging for the same or similar services. What is included in these services? Are they bundled or unbundled fees, e.g. does the research charge include any materials provided that might be germane to the response or are the fruits of the search, the articles and documents that may be tendered as the answer to the question, individually priced.

The library needs to make sure that its fees are "in the ballpark," even if this means that the costs for the services will not all be recovered. After the structure has been in place for a period of time, customer reactions and experience can serve as the basis for tinkering with the fees schedule, helping to make it both more customer friendly and a better vehicle for generating revenue for the library.

### CHANGING FROM A FREE SERVICE CULTURE

Making the switch from free to fee is a change of 180 degrees for librarians, most of whom enter the profession with the goal of providing a key service to others. Although we value the information we provide, the vision of free public access to information is one we cherish. The fee-based library requires a sales culture with little room for our long held vision, instead requiring proactive, almost aggressive, marketing and sales.

Training of the staff who will be offering the new mix of services is probably the most important first step in making the transition. Not only does the staff need to be thoroughly oriented as to why the change is occurring, but they must also become the new sales force, if the change is to be successful.

The training should focus on marketing, sales, and product knowledge. Empowerment also needs to be a vital part of the training process, since each staff member who talks with potential customers will have the power to persuade them to buy the library's services or to turn them off.

A culture shift this dramatic will not be welcomed by anyone on the staff. Indeed, this may be the most difficult step toward changing from a free to a fees for service environment. To help ensure the success of this process it is important to involve the staff in identifying and designing the services that they will be selling.

### MARKETING STRATEGIES AND CORPORATE IMAGE

A highly proactive marketing effort is essential for the fee-based library to be successful. The initial changeover can be expected to cut demand for service by one third or more.

Many of the previous customers had used every available source for information. Once there is a charge they will be highly selective in their use of information providers. Frivolous inquiries will no longer be a burden for the library, but at least initially, neither will there be an excess in demand. Thus to maintain a customer base and develop new

markets, the library needs to design and maintain an extensive marketing effort.

Elements of the strategy can include all of the standard marketing practices, such as brochures, advertisements, newsletters, press releases, etc. Issuance of these materials must be on a continuing basis to keep the service visible and remind customers of the availability of this specialized resource.

Customer lists for promotions and/or telephone service that is as responsive as Land's End should be a goal. Librarians tend to have very positive relationships with regular clients; now this customer service focus needs to be expanded on a more commercial basis.

Part of the way that the marketing focus can be enhanced is through the packaging of the services. This can include special folders, a new logo and perhaps a new identity.

At ABA one of the first steps we took was to create a new name for ourselves. Where formerly we were the "Library and Information Services", the new name chosen was the "Center for Banking Information." By eliminating the word "library" from our identity we attempted to remove ourselves from the image of the free, public institution that is open and available to everyone.

## QUALITY FOCUS

One of the issues that needs to be addressed when a library is making the transformation to a fee-based operation is that the level of quality of services must be a quantum leap beyond whatever has been offered in the past.

An example may be turnaround. Prior to charging fees, at ABA the normal turnaround for research questions was anywhere from one to three weeks. Since the service was free and "normal" turnaround unacceptable to them, most clients requested rush service which meant that any deadline they set was met or negotiated with them by our staff. Because everything was available without charge, we had no control over demand and could have 60-100 requests waiting to be researched at any time.

When we began to bill customers, the new norm became a maximum of three business days, or rush service for a extra charge.

When fees are involved the accuracy has to be 100%. Batting averages of .300 may be unusually good, but being wrong even 5% of the time in the information business will drive customers to another supplier.

Developing policies that define the quality standards for each service is essential for customers and for the staff. Procedures for ensuring that the standards are met are also vital. Review by peers or supervisors may become part of the process in the new environment to assure that total quality is achieved every time.

An unanticipated benefit of our new quality standards at ABA after introducing our fees was the immense pride our staff felt about their achievements. Not only were they continuing to receive compliments from clients, but customers were obviously willing to pay for the services, and come back for more.

## SYSTEMS SUPPORT

Changing to a fees for service environment affects not only the public aspects of what a library does. Introducing fees will require that the library also assume the "costs of doing business." Obvious new expenses include the marketing and promotional materials that are used to retain and attract customers. Additional support activities are also part of the change.

- ◆ *Accounting and billing*, as well as collections management, are systems that need to be established and managed. In an organization that offers centralized accounting functions, these can be absorbed by systems in place, most probably with an internal chargeback. If there is no existing process within the organization, the library needs to develop new policies, procedures, forms and all the paraphernalia that any business would employ.
- ◆ *Payments processing* decisions include whether customers will be billed or if prepayment will be required. Will credit cards be accepted? and, if so, arrangements need to be made with a bank (for a fee) to process the payments.
- ◆ *Billing procedures* need to be set up so that invoices are sent on a regular basis to customers, with follow-ups by letter and telephone, and perhaps eventual use of a collection agency. If deposit accounts are set up, extensive documentation and notification routines must be organized.
- Another burden that must be assumed when the library begins to charge for service is the need to track and pay *copyright royalties*. Fair use does not apply when copies are sold as part of research or document delivery. Participation with the Copyright Clearance Center, direct payments to certain publishers, and a system for requesting permissions are legally required procedures when charging for information services.

Monitoring the bottom line is of paramount concern to a library that offers its services on a fee basis. How much income is derived from research, how much from document delivery, special publications, and all the other services? What are the net returns? Which services are marginal, or the ones that seem popular, but totally unprofitable due to uncontrollable costs? Which ones should be expanded because they involve such low cost and high returns? What goals were set and were they achieved? These are some of the questions that the library's budgeting and tracking systems should be answering.

- ◆ Parallel to the accounting and budgeting procedures are the *tracking systems* that show the numbers of users, the time required to respond to requests, and the measurement of conformance with established standards. Each organization will require its own kind of monitoring systems. Although most libraries have always maintained statistics on usage, the requirements for maintaining the statistics and counting each service will invariably grow once the library begins to charge fees.

All of the functions described above add to the cost of doing business and will impact the bottom line. When planning a switch from a free service to a fee-based one, these new costs need to be calculated as part of the equation.

### POST MORTEM

After the service has been introduced and is in operation, evaluation of the successes and shortcomings of the program is essential to improve and enhance the services. Customer feedback provides the best tools for evaluation.

Response cards offer an immediate continuous opportunity to monitor the quality of the services and their acceptance by customers. Unfortunately, very few are returned, so no statistical proof is provided by their evidence. Each negative response card does provide the opportunity to persuade a customer of the library's sincerity in its commitment to quality service. A standard of responding by telephone or personal visit to every unhappy or slightly dissatisfied customer must be the norm. And there must be a policy of satisfaction guaranteed, with an attempt to make good on the service by refunding fees or offering credit to these customers.

After the new fee services have been available for a period of time, a more extensive research effort may be useful. Performing customer survey research offers the library the opportunity to develop a base for future comparison. The questionnaire needs to be well crafted to ensure that the data provides an objective picture of the satisfaction level of customers and offers insights on additional service needs and future opportunities for the library.

As in the planning stage, focus groups with customers can provide valuable data on the kinds of services customers need and what has influenced their decisions on whether to purchase services from the library.

Financial targets and other numerical measures provide additional ways of evaluating the services. As noted at the beginning, service levels will drop immediately when the fees are introduced. However once the fee service has been established for a period of time, statistics can be used to measure growth or decline in usage.

Income alone is not always an accurate measure, since prices can be increased or lowered based on demand and customer acceptance. Lower usage and a higher price can result in a flat or growing income picture, while customers are gradually turning to other providers. Thus it is essential that survey research, usage data, and the financial balance sheet be examined together for a complete picture of the success of the library's fees for services program.

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## APPENDICES

- I. ABA Center for Banking Information Fee Schedule
- II. FYI Kits from CBI
- III. Response Card Samples
- IV. Survey Questionnaire



**CENTER FOR  
BANKING  
INFORMATION**

**FEE SCHEDULE**  
Effective July 1, 1994

**ReadyReference** quick information responses found by scanning one or two sources and generally answered on the phone in a minute or two will continue to be **FREE** to all callers.

**Research Service**

Member	Non-member
\$75.00 per hour plus required royalties and fax charges	\$100.00 per hour plus required royalties and fax charges
\$50.00 rush service	\$ 70.00 rush service
Research service fees include research time plus relevant articles and data.	

**ABA Database Search Service**

	Member	Non-member
Book catalog printout	\$30.00	\$40.00
Banking Information Source printout	\$60.00 minimum	\$90.00 minimum
Commercial database search fees include on-line vendor charges plus research time and materials.		

**FYI Kits**

Member	Non-member
\$40.00	\$70.00
3 or more, \$35.00 each	3 or more, \$65.00 each

**Stonier Theses**

Member	Non-member
\$45.00	\$75.00

**Article Service\***

	Member	Non-member
First article	\$12.50	\$15.00
Each additional article	\$ 6.00	\$ 9.00
Any article over 10 pages	\$ .30 each additional page	\$ .60 each additional page
Rush charges	\$ 5.00 per item	\$ 7.50 per item

\* Royalties will be added if required by publisher.

**FAX Service**

Member	Non-member
\$ .50 additional per page	\$1.00 additional per page
\$3.00 additional per page for overseas fax service	\$5.00 additional per page for overseas fax service

**Book Rentals**

	ABA Member Banker	Others
1 title	\$15.00	Not available
Additional titles	\$ 5.00 each	Not available

**On Site Research\***

ABA Member Banker/ Government	ABA Service/ BMA Member	Non-member
Complimentary basis	One complimentary visit per week; \$10.00 for each additional visit	\$25.00 per visit

\* To better assist you, all visitors are requested to make prior appointments.

**Center for Banking Information**  
**American Bankers Association**  
1120 Connecticut Avenue, N.W.  
Washington, D.C. 20036

Phone: (202) 663-5040  
Toll-free No.: 1-800-338-0626, ext. 5040  
Fax: (202) 828-4535

Internet Address: REFLIB@ABA.COM



CENTER FOR  
BANKING  
INFORMATION

# Stay on Top with ABA's Center for Banking Information's FYI Kits

**ABA Center for Banking Information**  
Rely on ABA's Center for Banking Information ... Your Competition Does

## Description:

FYIs from ABA give you the vital information and key insights you need to help:

- Set up bank programs
- Make business decisions
- Keep abreast of what other banks are doing
- Improve your operations, and
- Boost your bottom line.

You can select from 35 *banking-specific* research kits covering many industry hot-topics! And the list keeps growing ...

## Fees:

\$40.00/Kit ABA Member  
\$70.00/Kit Non-Member

## Special Offer when you buy 3 or more kits:

\$35.00/Kit ABA Member  
\$65.00/Kit Non-Member

## 35 Low-Cost Ways for You to Get Bank-Smart!

Discover the latest methods, trends and recent developments with FYI Kits from ABA's Center for Banking Information (CBI). FYIs are prepared research kits compiled by CBI, to provide you with a solid core of general information and practical ideas on select banking issues.

With each FYI Kit, you'll get a collection of recent articles, book chapters, perhaps information about a new publication or upcoming program to help give you the best overview of the areas of special interest to you.

For more detailed information requests, CBI provides customized research services. Be sure to check the box on the other side of this form to receive information on future FYI Kits and our new Banker Resource Kits!

## For More Information or To Order:

Please fill out the form on the back side of this page and fax it to (202) 828-4535. Or call CBI toll free at 1-800-338-0626, ext. 5040 or (202) 663-5040 for details. Internet Address: [REFLIB@ABA.COM](mailto:REFLIB@ABA.COM)



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\$40.00/Kit ABA Members

\$70.00/Kit Non-Members

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**Buy 3 or More and Save!**

\$35.00/Kit ABA Members

\$65.00/Kit Non-Members

- ☐ Please bill me.  
☐ Check enclosed, payable to ABA.  
☐ Please charge my ☐ VISA ☐ MasterCard.

Card Number \_\_\_\_\_

Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Bank \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone (\_\_\_\_) \_\_\_\_\_

Fax (\_\_\_\_) \_\_\_\_\_

**Fax this form to:**  
**(202) 828-4535**

**Or, mail to:**

**American Bankers Association**  
**Center for Banking Information**  
**1120 Connecticut Avenue, N.W.**  
**Washington, D.C. 20036**

# Priority Fax-Back Order Form

- ☐ Yes, please send me information about future FYI Kits.  
☐ And, please send me the following FYI Kits:

Quantity	Title	Total
	1. Considerations in Installing ATM Machines	\$
	2. Celebrating Bank Anniversaries	\$
	3. Role and Responsibilities of Bank Directors	\$
	5. Bank Services to the Affluent	\$
	6. Bank Services to Senior Citizens	\$
	8. Staffing & Scheduling of Bank Tellers	\$
	9. Branch Bank Location Selection	\$
	10. How to Measure Branch Profitability	\$
	13. Considerations in Offering Home Equity Loan Programs	\$
	14. Sales Incentive Programs	\$
	15. Considerations in Setting Up Equipment & Automobile Leasing Programs	\$
	16. Considerations in Setting Up a Private Banking Program	\$
	17. Measuring & Improving Bank Productivity	\$
	18. Designing Reverse Annuity Mortgage Programs	\$
	19. Measuring & Improving Customer Service Quality	\$
	20. Incentive Compensation for Back Office Operations Personnel	\$
	21. Setting Up and Using Advisory Boards	\$
	22. Strategic Planning for Community Banks	\$
	24. Guidelines for Writing a Compliance Policy	\$
	25. Guidelines for Writing Investment and Asset-Liability Policies	\$
	26. Outsourcing Data Processing Operations	\$
	27. Using Customer Information Files (CIFs)	\$
	28. Image Processing for Banks	\$
	29. Increasing Fee Income	\$
	30. Credit Scoring for Installment Loans & Credit Cards	\$
	31. Considerations in Offering Proprietary & Mutual Funds	\$
	32. Ideas for Controlling Non-Interest Expense	\$
	33. Integrating Data Processing Functions Following a Merger/Acquisition	\$
	34. Setting Up & Running an Effective Officer Call Program	\$
	36. Considerations in Opening Supermarket Branches	\$
	37. Considerations in Offering Trust Services	\$
	38. Incentive Plans for Commercial Loan Officers	\$
	40. What the Growing Acceptance of Debit Cards Means to Your Bank	\$
	41. Voice Response Technology as a Customer Service Tool	\$
	42. Considerations in Setting Up an Employee Stock Ownership Plan (ESOP) for Your Bank	\$
D.C. Residents add 6% Tax		
TOTAL		\$

Thank you for using the CBI's article delivery service. Please let us know how we did, so that we can serve you better.

1. Please indicate your level of agreement with the following statements regarding the service.

	Strongly Disagree			Strongly Agree		
a. Articles sent were the correct ones	1	2	3	4	5	
b. Articles sent were readable	1	2	3	4	5	
c. Articles sent were complete	1	2	3	4	5	
d. Articles were received on time	1	2	3	4	5	

2. Overall, how would you rate CBI's article service?

(Poor) 1 2 3 4 5 (Excellent)

3. Would you use our service again?

☐ YES

☐ NO

4. How did you learn about the CBI's article service? (CHECK ALL THAT APPLY)

- |  |   |
|--|---|
| a. <input type="checkbox"/> CBI mailing            | d. <input type="checkbox"/> ABA Conference/School |
| b. <input type="checkbox"/> Colleague              | e. <input type="checkbox"/> Database printout     |
| c. <input type="checkbox"/> Called for information | f. <input type="checkbox"/> Other _____           |

5. What is your bank's assets size? (CHECK ONE)

- |   |   |
|---|---|
| a. <input type="checkbox"/> Under \$50 M    | f. <input type="checkbox"/> \$1 - \$5B                        |
| b. <input type="checkbox"/> \$51 - \$100 M  | g. <input type="checkbox"/> \$5 - \$10B                       |
| c. <input type="checkbox"/> \$101 - \$250 M | h. <input type="checkbox"/> Over \$10 B                       |
| d. <input type="checkbox"/> \$251 - \$500 M | i. <input type="checkbox"/> Not a bank, please specify: _____ |
| e. <input type="checkbox"/> \$501M - \$1 B  |   |

Comments/suggestions about the CBI article service: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

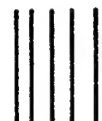
Bank/Firm: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip Code: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Thank you for your help. Please call CBI at 1-800-338-0626, x5228 if you have any questions.



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WASHINGTON, D.C. 20077-5760



# ABA CENTER FOR BANKING INFORMATION SERVICE EVALUATION

Please help us evaluate how effectively we are meeting your needs for banking and financial information and how we can better serve you in the future. Please take the time to complete the survey and return it in the enclosed postage-paid envelope by March 14, 1994.

**THANK YOU FOR USING OUR SERVICES AND FOR YOUR HELP NOW.**

\*\*\*\*\*

1. ABA's Center for Banking Information (CBI) has been offering three types of services to its users. Which type of services have you used? (CHECK ALL THAT APPLY)

a. ☐ Research Service                      b. ☐ FYI Kits                      c. ☐ Article Service

- 1b. Did CBI's services meet your expectations? (CHECK ONE)

a. ☐ Yes, exceeded my expectations  
b. ☐ Yes, met my expectations  
c. ☐ No, did not meet my expectations

Please explain: \_\_\_\_\_

2. If you have used CBI's research service or FYI kits, please rate the various aspects of the services on a scale of 1 to 5. (1 = Completely Unsatisfied, 5 = Completely Satisfied)

	Completely Unsatisfied	Somewhat Unsatisfied	Neutral	Somewhat Satisfied	Completely Satisfied
a. Organization of the information package you received	1	2	3	4	5
b. CBI staff knowledge	1	2	3	4	5
c. CBI staff courtesy	1	2	3	4	5
d. Usefulness of information received	1	2	3	4	5
e. Pricing of service	1	2	3	4	5
f. Timeliness of delivery of information	1	2	3	4	5

3. Overall, how would you rate CBI's services? (1 = POOR, 5 = EXCELLENT)

(POOR) 1.....2.....3.....4.....5 (EXCELLENT)

4. What type of information would you like to be able to receive from CBI? (CHECK ALL THAT APPLY)

a. ☐ Financial industry trends                      c. ☐ Market needs  
b. ☐ Information on current issues                      f. ☐ Technology development  
g. ☐ Problem-solving techniques  
d. ☐ Information on specific companies                      h. ☐ Other, \_\_\_\_\_  
e. ☐ Information on competitors

5. If you have used CBI's article service, please indicate your level of agreement with the following statements regarding CBI's delivery services. (1 - 5, 1 = STRONGLY DISAGREE, 5 = STRONGLY AGREE)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Articles sent were the correct ones	1	2	3	4	5
b. Articles sent were clear and readable	1	2	3	4	5
c. Articles sent were complete	1	2	3	4	5
d. Articles were received in time required	1	2	3	4	5

6. What type of additional services would you like to see provided? (CHECK ALL THAT APPLY)

a. ☐ Research overviews on a series of topics  
b. ☐ Compilation of statistical data in lieu of photocopies of sources  
c. ☐ Other, Please specify: \_\_\_\_\_

(Please continue...)

7. What other information centers have you used for your information needs?  
(CHECK ALL THAT APPLY)

a. ☐ BMA Information Center    c. ☐ IBAA Library    e. ☐ Information Consultants  
b. ☐ RMA Library    d. ☐ BAI Information center    f. ☐ Other, \_\_\_\_\_

Please specify the reasons you chose to use these information centers: \_\_\_\_\_

8. What type of institution do you represent? (CHECK ONE)

a. ☐ Commercial bank/Holding company    e. ☐ Regulatory agency  
b. ☐ Savings & Loan institution    f. ☐ Other financial service  
c. ☐ Credit union    g. ☐ Business  
d. ☐ Industry supplier or consultant    h. ☐ Other, \_\_\_\_\_

9. What is your bank's asset size? (CHECK ONE)

a. ☐ Under \$50 million    d. ☐ \$251 - 500 million    g. ☐ \$5 - 10 billion  
b. ☐ \$51 - 100 million    e. ☐ \$501 million - 1 billion    h. ☐ Over \$10 billion  
c. ☐ \$101 - 250 million    f. ☐ \$1 - 5 billion    i. ☐ Not a bank

10. What is your primary area of responsibility? (CHECK ONE)

a. ☐ CEO/President    j. ☐ Trust  
b. ☐ Bank Management    k. ☐ Corporate/Commercial Lending  
c. ☐ Community Development Lending    l. ☐ Investment Management  
d. ☐ Library/Information Center    m. ☐ Accounting/Auditing  
e. ☐ Private Banking    n. ☐ Marketing  
f. ☐ Mortgage Lending    o. ☐ Information systems  
g. ☐ Retail Banking    p. ☐ Operations  
h. ☐ Legal    q. ☐ Other, \_\_\_\_\_  
i. ☐ Human Resource/Training

11. In what state are you located? \_\_\_\_\_

12. Which best describes your bank's trade area? (CHECK ONE)

a. ☐ Urban    b. ☐ Suburban    c. ☐ Rural    d. ☐ Not a Bank

13. Is your organization an ABA member?    a. ☐ Yes    b. ☐ No    c. ☐ Not sure

14. Would you like one of our staff members to contact you for follow-up services?    a. ☐ Yes    b. ☐ No

If Yes, please provide your name, address & telephone number: \_\_\_\_\_

15. Please feel free to add any comments/suggestions you may have regarding CBI services.

THANK YOU FOR YOUR PARTICIPATION. Please return the completed survey to:  
Planning & Research Division, American Bankers Association,  
1120 Connecticut Ave., N.W., Washington, DC 20036

**PUTTING THEORY TO PRACTICE: THE  
UK EXPERIENCE AT DRIC**

**BY**

**M. H. WALSHAW, Ph. D.  
Defense Research Information Center (DRIC)  
Scotland**

## THE UK EXPERIENCE AT DRIC

Dr M H Walshaw  
Head of DRIC, UK MOD

We have heard during the last day and a half about understanding our customers and their requirements, about strategic marketing plans and programmes, about marketing technologies and about advertising.

Now we come to see how, or whether, it all works in our Information Centres. We are invited to discuss our failures, as well as our successes.

The workshop flyer says that the workshop is about 'proactive' marketing, as distinct from 'traditional' marketing. Up to now in this Workshop, little use has been made of the word "proactivity"! My 12-year old dictionary does not include the word so I had to visit my local Information Centre to find a dictionary definition. The only definition I could find was in last year's edition of 'The New Shorter Oxford English Dictionary' published by the Clarendon Press, Oxford. The definition is:

**"Proactivity:** Of a person, policy, etc: creating or controlling a situation by taking the initiative or anticipating events; ready to take initiative, tending to make things happen."

I think you will all agree that it is a good definition for our purposes - the key words to remember are "taking the initiative".

I am here to tell you about how my organization, the Defence Research Information Centre (DRIC), has indulged in proactive marketing.

DRIC is the UK MOD's central facility for the acquisition, announcement and dissemination of defence-oriented scientific and technical reports from UK and overseas sources. We are funded from a central MOD Vote - we are not a business in the normal sense of the word. We don't have to go out and sell our products and services to generate income. The acquisition process seems to work pretty well, and we think we get most of the reports that come out. We have ignored the developments in IT because people have not complained too much about the hard-copy stuff we have been sending them for years. We are part of an ethos or culture:

- where the annual budget sets your input. Your output is almost incidental!
- where annual cuts in intramural and extramural resources have been the norm for many years,
- where to ask for an increase in resources to expand one's business, as distinct from undertaking some new task, is frowned upon,
- where it takes at least 12 months from conceiving a request to enhance one's budget to actually getting the money.

There's thus no point in being proactive - **or is there?** What I have just presented is the traditional view of the blinkered civil servant working in a declining defence environment, but I may have exaggerated here and there! I wonder how many of my colleagues in the other defence information centres find themselves in this situation - in this culture? In these times of change and the peace dividend, I submit that a non-proactive Defence Information Centre would soon be a target for salami-slicing, cutbacks, asset-stripping, privatization or closure.

I am not going to say that it is easy to be proactive, to take the initiative and make things happen in MOD these days. However management is much more receptive to change than it used to be. For example, we may move to output budgeting next year. However management is also on the look-out all the time for improved efficiency, through which they give you less resource to do the same job of work.

Let me now give you four examples of DRIC's proactive marketing.

#### **1. Selling the Organization to one's Boss**

I am the Head of DRIC. DRIC is situated in Glasgow, Scotland. My boss is the Director of Research, Technology; he is situated 400 miles from me in MOD HQ, London. He devotes only a fraction of his time to DRIC. How can we keep him interested?; how can we gain his support in times of cut-back? It could be vital to our business that we do so.

Here are some ideas:

- \* Get him to visit you regularly, at least quarterly. Fix the date for his next visit well in advance.
- \* Call on him whenever you are in town, just to keep him in the picture on your proactive efforts.
- \* Involve him in making decisions on your new initiatives, so that he becomes a supportive 'owner' of them.
- \* Send him copies of your more important correspondence with others, even if he is not in the decision loop.

#### **2. Selling the Organization to other bosses**

DRIC is a vote-funded organization. Consideration was given two years ago to making DRIC a vote-funded agency, which would have given us certain increased flexibilities and freedoms. Because we were rather small, we did not go down that road.

Agencies of this type have a clearly identified owner. They also have stakeholders, who are affected by what the organization does. MOD's agencies have therefore been setting up councils to advise their owners and managers about the strategies that they ought to be adopting, from the perspectives of their customers. They also provide advice on good management practices.

A deliberate decision was therefore made to take the initiative and set up a similar council for DRIC, rather than wait for our customers to shout for one. I call this an example of proactive marketing. It is proactive because we took the initiative. It is marketing because the council includes one representative of each of DRIC's major customer areas. Here is the composition of the DRIC Council:

- \* Representative of the Defence Staff
- \* Representative of the Scientific Staff
- \* Representative of the Defence Research Agency, MOD's principal supplier of research.
- \* Representative of the Procurement Staff
- \* The Chief Librarian, MOD
- \* Representative of the UK defence industry
- \* A representative of the academic world of information science.

I expect that most Defence Information Centres could produce a similar list of generic customers.

Is the council performing a useful function? It is not cheap to run, with 9 highly paid people undertaking an 800-mile round trip to attend. It has met only once so far, but in retrospect it is well worth it from our point of view. It is a chastening experience to collect together 9 people at Director level to discuss your business! Most of our daily contacts with our customers are at librarian level, or sometimes at end-user level. It is all too easy to live in a cosy world and fail to realise that lots of people in the defence community do not even know of your organization's existence. As a result of the council meeting, we shall have to indulge in a lot more proactive marketing amongst the Procurement Staff and across industry, for example.

Our draft Annual Report to Customers was not accepted because it had not been properly designed for a known target readership. Take a lesson, here, and be very clear in your own mind for whom you are writing your annual report and what object it is intended to serve.

### **3. Selling the Organization to new end-users**

DRIC is in the business of diffusing defence-related scientific and technical information to the UK defence community. Our real end-users are scientists and technologists, not library staff. There are thousands of potential end-users; they are too busy to come and visit us en masse. We are busy producing our standard products and services, and it is very easy to say that we will overload ourselves if we go out there and find more customers. In a vote-funded organization that was not very proactive in the past, the very idea of allocating scarce resources to proactive marketing was a novelty. However we had to press ahead, recognising that effective marketing is not a spare-time occupation for an already busy member of staff. Our first step therefore was to establish a Marketing Section from within our existing staff ceiling; it was an act of faith in the belief that through increased efficiency and the better use of IT we could actually produce more output with less input.

The new marketing section established in November 1993 comprises one senior scientific grade with admin support, so it is indeed a very modest start. The section has taken over our existing promotional tasks such as producing the regular DRIC Newsletter. Its new proactive tasks have been:

- \* To publicise DRIC to new customers by participating in exhibitions such as the recent International Air Show at Farnborough in September 1994.
- \* To prepare a new brochure outlining our role in general terms and detailing our products and services in easily updated inserted leaflets.
- \* To advertise DRIC to MOD by way of in-house magazines.
- \* To advertise DRIC to industry in the regular bulletin of new contracts and tenders.
- \* To promote greater awareness of DRIC in courses run by MOD.
- \* To promote feedback from our industrial customers by holding a DRIC Users' Day.

In retrospect we believe that participation at exhibitions such as the Farnborough Air Show is possibly the least cost-effective. The problem is the high total cost to MOD for the stand and for two man-weeks of travel and subsistence for DRIC staff to be there, 400 miles from base.

### **4. Marketing a new product**

So far I have discussed the marketing of our products and services in general. Let me now turn finally to a specific product, where we took a proactive approach based upon new technology.

We had been asked on many occasions in the past to give our major customers such as the research establishments networked access to our database. This was not desirable because of its security classification. Neither was it really feasible to distribute copies of it on floppy disks because of its size. A practical snag was that the bibliographic software that we use in our own DRIC Database was not sufficiently user-friendly for untrained users. Lastly we had little new money to put into such a service, either to set it up or to run it.

Technology, in the form of CD-Recordable, came to our rescue, allied with a user-friendly search package called Recall Plus™. The result was that we put two and two together and made at least five. The CD is created in-house, so security is not compromised. We bought the recording equipment out of an underspend last year, and blank compact disks are bought for about \$10 each. The product, a security-classified compact disk, is easily delivered to a select group of MOD customers. The search software is far easier for them to use than the bibliographic software used in-house. The product was launched in April 1994 and so far is being well received with a steadily increasing demand from customers.

Summing up, then, the main message is that proactivity is not something that comes naturally to the traditional defence civil servant from the British mould. It is the way ahead, but requires quite a change in the culture of the organization at all levels. We still have a lot to learn and to put into practice on the subject of proactive marketing.

**PUTTING THEORY INTO PRACTICE  
at the  
NAVAL SURFACE WARFARE CENTER  
(NSWC)**

**BY**

**J. MARSHALL HUGHES, Ph. D.  
NSWC, Dahlgren, Virginia**

Putting Theory Into Practice  
at the  
Naval Surface Warfare Center

Most presentations are discussions concerning successes when marketing the organization's services. My paper will relate how marketing methods failed. Good ideas were overcome by practical considerations and became fruitless efforts.

First, I would like to describe my library. It is a Department of Defense, United States Navy, research library which has been an integral part of the research efforts of the Naval Surface Warfare Center.

The physical layout is not unique but it is not the norm for scientific and technical research information centers. The Center does research to develop weapons for the surface Navy. This includes the development and testing of guns, and the more sophisticated weapons systems such as guided projectiles. As required, the Center develops weapons to be used in specific types of warfare. It may also develop passive or defensive systems. One example is the "friendly fire" detection system for armored tanks used in the recent Desert Storm war. The system was developed in a matter of days and was instrumental in preventing our armed forces from shooting at our armored tanks and those of our allies.

The NSWC Technical Library is located in Dahlgren, Virginia, and Silver Spring, Maryland. Recently it was expanded to include cooperation with the NSWC Technical Library in Panama City, Florida. The distance between Dahlgren and Silver Spring is 77 miles. Therefore, the collection, staff, and buildings are very much separate and distinct entities. Each has the overall mission of supporting the surface Navy, but Dahlgren concentrates on guns, computer systems, and guided projectiles; Silver Spring concentrates on basic research and explosives.

At one time the two libraries were separate but were consolidated in 1979. This was a political move resulting from the consolidation of the two research centers. Now, with the mandate of the Base Realignment and Closure (BRAC) process, the Silver Spring site is being closed. BRAC 91 did not adversely affect NSWC, but BRAC 93 resulted in the closing of the Maryland site. The upcoming BRAC 95 may (or may not) result in similar impacts to the Dahlgren site.

How does this relate to the negative results in marketing of services? Simply stated, the efforts to market the services were overshadowed by political events and decisions which were not directed to the NSWC Technical Library, but did drastically impact the services provided by the library.

Having put the results in perspective, it is appropriate to describe the positive marketing efforts.

In order to promote the services of a library, you must present your resources to the potential patrons -- in this case, to scientists, engineers, and researchers. One must make the recently hired college graduate, as well as the long term researchers. It is as important to educate the new employee as it is to make the long-term staff member aware of new services.

Our first attempt to reach the new employee consisted of an 8-hour orientation presented by the Library group leaders and was required for the employee's accelerated promotion. The new employee resented the "required" course and, due to the lack of library advertising, the new employee was often unaware of the requirement and his mentor lacked knowledge of the necessary step in the promotion process. Often the new staff member was due to be promoted and the promotion was help up until the course was completed. Needless to say, the person who has his promotion frozen is not usually a positive supporter of the organization that was adversely impacting his increased salary. The library staff was also unhappy with the required course. It meant that they had to make lengthy presentations to an audience which often consisted of disgruntled employees who resisted the library staff's orientation efforts. Some employees solved the problem by sleeping through the presentations. Few, if any, of the new employees cared about how the library catalogued books, changed microfilm into hardcopy, or the value of assigning the right subject terms from the thesaurus to describe the document.

The orientation course died a slow and painful death.

Other attempts were made to market the libraries' resources. One positive effort improved the inter-library cooperation and helped funnel the researcher to the appropriate person to provide the information needed. This was the development of a bookmark that listed the telephone numbers of the Dahlgren site library on one side and the other side had the appropriate numbers for the Silver Spring site.

The bookmark was placed in books and documents being readied for circulation. This helped the Center researcher.

The bookmark was also inserted into inter-library loan books being returned to the loaning institution. They could then use the bookmark/telephone directory to contact the NSWC Technical Library. In time, the bookmark was sent to all current library patrons and to other lending libraries. This was a very positive marketing tool.

Another effort to market the services of the Technical Library was a Users Guide to the Technical Library. It was developed by the Quality Circles from each site library. The results were impressive, but quickly lost its impact because it was not printed on a regular schedule and

quickly became outdated. It, like the orientation course, provided information that the library thought the patron should have rather than what the patron perceived as his need. Presently, the NSWC Technical Library has many copies that are available but out of date. This was a positive effort in that it was a project for the two Quality Circles that engendered internal cooperation, but its value quickly diminished for the library user. The lack of currency caused the intended marketing effort to fail.

These two examples have positive beginnings, but each ultimately failed.

I noted in the beginning of this paper that I would describe the marketing efforts that failed. What was the failure and how did the efforts to market the library services fail?

The predominant failure was not directly related to the marketing efforts. The failure was the result of political decisions to downsize the research center. The library's marketing efforts had limited success, but the initial efforts were positive.

Today the Technical Library consists of 17 people and will soon be reduced to 9 1/2 manyears in the main Library. At one time the staff consisted of 34 government employees and 19 contractors.

The closing of the Silver Spring site will reduce the library holdings by 30-40%. The material is being dispersed to other libraries with similar mission goals. The employees are finding jobs in other organizations. Next year when I attend this meeting I anticipate that I will no longer be associated with the Technical Library and will be operating a smaller, but equally important special collection of classified resources.

What advice would I give to libraries who intend to market their resources?<sup>7</sup>

a. First, plan ahead and provide a product relevant to the researchers needs, not the library's. [Vugraph 2].

b. Keep abreast of new technology and better methods of locating information. Do not assume<sup>M</sup> that the traditional methods will be successful. [Vugraph 3].

c. Become aware of and participate in the political decisions that will impact your library. Recognize growth areas in the center's mission and anticipate the information needs of the Center. [Vugraph 4].

d. Establish a professional network of colleagues to find out what successes and failures resulted from their marketing efforts. [Vugraph 5].

e. Anticipate needs. [Vugraph 6]. Do not wait to see what develops. Be creative and identify needs before the need is generally identified. When putting theory into practice, one must be selective when deciding which theories to follow, be anticipatory not reactive, and be part of the mission of the Center. Assume nothing.

Be positive, not negative [Vugraph 7]. Learn from your failures and the failures of others. Emulate the successes. Put theories into practice that meet the needs of your users. The difference between success and failure is subjective. Success is learning from mistakes and from positive experiences. Put theories into practice by concentrating on the successes. The results will benefit you, your library, and your parent organization. [Vugraph 8].

**PUTTING THEORY INTO PRACTICE**  
**at the**  
**NAVAL SURFACE WARFARE CENTER**  
**(NSWC)**

**BY**

**J. MARSHAL HUGHES, PH.D.**  
**NSWC, Dahlgren, Virginia**

**[Vugraphs]**

## PLAN AHEAD

## MEET REAL NOT PERCIEVED NEEDS

**[Vugraph 2}**

[illegible]

## DO NOT ASSUME

## THAT TRADITIONAL METHODS WILL BE SUCCESSFUL

**[Vugraph 3]**

[illegible]

## PARTICIPATE IN POLITICAL DECISIONS

**[Vugraph 4]**

[illegible]

## LEARN FROM OTHERS

[Vugraph 5]

[illegible]

## ANTICIPATE

## DO NOT WAIT TO REACT

**[Vugraph 6]**

[illegible]

## BE POSITIVE

**[Vugraph 7]**

[illegible]

## GOOD INFORMATION DOESN'T COST

## IT PAYS

[Vugraph 8]

[illegible]

**PROMOTING THE USE OF ELECTRONIC  
INFORMATION IN EUROPE: THE ROLE OF  
THE PORTUGUESE NATIONAL AWARENESS  
PARTNER**

**BY**

**ANA MARIA RAMALHO CORREIA, Ph. D.  
and  
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# **Promoting the use of Electronic Information in Europe: the role of the Portuguese National Awareness Partner**

**Ana Maria Ramalho Correia, PhD(\*)**  
**Maria Joaquina Barrulas, PhD(\*)**

## **Abstract**

The need to have a marketing approach to Libraries and Information Centres has been recognised by most library and information managers. However, it has also been realized that to boost the information industry in Europe, individual efforts at the organizational level should be accompanied by a comprehensive marketing strategy at national and European levels.

Several initiatives have been undertaken by the European Commission aimed at preparing Europe for a role in the global information society. Among these, the IMPACT programme focuses on strengthening the demand for, and supply of information services in Europe.

The creation under IMPACT, of a National Awareness Partners (NAP) Network envisages the strengthening of the market on the demand side. The network is a dedicated network of organisations throughout the European Economic Area and provides training, information and knowledge on the role electronic information services can play for SMEs, Libraries and the further and higher education sectors.

The NAP network has been operational since September 1992 and now comprises 29 organisations in 17 countries in Europe, supported by a Central Support Team in Luxembourg. In this paper, the activities of the NAP network are described based on the Portuguese NAP experience and focusing in particular on the promotion and awareness methods used to reach chosen target groups.

## **1. Introduction: the Information Society in Europe**

On 5 December 1993, the European Commission adopted the White Paper on *Growth, Competitiveness, Employment: the Challenges and Ways Forward into the 21st century*.

This document was submitted to the European Council (the Heads of State and Government summit) in Brussels on 10 and 11 December 1993, and the decision to implement a plan of action and a follow-up procedure was taken.

One of the issues addressed by the document was the creation of a Common European Information Area and the intention to transform Europe into an Information Society. This required the development of a European Information

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Portugal

Infrastructure (EII). The EII was seen to be the driving force for new opportunities of increased competitiveness, growth, as well as employment creation.

As recognized by Mr. Michael Carpentier, Director-General of DG XIII (DG XIII is the Directorate General XIII, of the European Commission dealing with Telecommunications, Information Market and Exploitation of Research) of the European Commission (EC), the INFORMATION SOCIETY has the potential to:

- boost economy growth;
- reinforce the competitiveness of European business;
- improve the functioning of the internal market;
- foster greater economic and social cohesion amongst member States;
- improve public services (health, transport or education) and
- bring citizens and politicians closer together.

It can be said that this policy document is a somewhat delayed recognition at the highest level (when compared with the USA and other Asian countries, namely Japan and Singapore) of the shift occurring in modern societies, to become increasingly information-driven.

However, it is also a result of previous information policy initiatives that have been undertaken under the European Commission since the 1970s. Among those, the IMPACT Programme was the first to concentrate on information content and information use, rather than on informations technologies.

## **2. The IMPACT Programme - its aims**

IMPACT (Information Market Policy Actions) is a programme of DG XIII/E of the European Commission.

The IMPACT 2 programme aims to stimulate the emergence of the European Information Market. It focuses on strengthening the demand for, and supply of, electronic information services in Europe. Its major phase, IMPACT 2, runs from 1991 to 1995 with a budget of 64 million ECU. The IMPACT 2 programme has been addressing the issues concerning information producers, vendors and users.

IMPACT 2 is carried out under four action lines:

### **Action Line 1 - Improving the understanding of the market (The Information Market Observatory)**

The Information Market Observatory (IMO) monitors the information market through surveys and studies. IMO also publishes an Annual Report providing information of a strategic nature for both economic operators in the information market and those responsible for information policy. Whereas, in its previous

versions, this document recorded predominantly statistical information, it has nowadays an analytical approach to the European market and its key competitors. The Fifth Annual Report, covering the activities developed in 1993, will be issued soon.

In addition, IMO prepares working papers addressing relevant subjects concerning the development of the European Information Market.

### **Action Line 2 - Overcoming Legal and Administrative Barriers**

The Legal Advisory Board/LAB addresses legal and administrative issues hindering the development of the information market. LAB is an interactive "real world" forum for discussion where legal experts discuss the issues with representatives of the public and private sectors. LAB's mode of operation is as a consultative body and has been addressing areas such as personal data protection, intellectual property rights, data base protection.

### **Action Line 3 - Increasing user friendliness**

With reference to this action line which aims at "improving information literacy", one of the most important achievements has been the creation of the Network of National Awareness Partners (NAP), throughout the European Economic Area, which we will address later.

### **Action Line 4 - Supporting Strategic Information Initiatives**

This action line addresses the strategic information initiatives in the information market. These initiatives support the Euro Info Access concept on the information supply side. It is designed to improve European-wide access to information and enable businesses (especially SME's and Europe's Less Favoured Regions) to obtain vital information rapidly and efficiently.

Two Calls for Proposals for information services based on

- Interactive Multimedia IMM, and
- Geographical Information Systems (GIS)

were launched in 1992 and 1993, respectively. At the moment, a call for proposals for information services for Business and Industry Information is open until 15 December 1994.

### 3. The NAP (National Awareness Partners) Network

The idea of creating, in each country, a network of entities closely linked to the central team in Luxembourg came out of the European Commission's experience during IMPACT 1 and the transition period between IMPACT 1 and IMPACT 2, which indicated that the most efficient way of promoting awareness and attracting new partners to the market is the direct contact with potential users, in particular by means of seminars, workshops and other meetings.

The EC realized that a much higher number of potential actors in the market would be reached if the awareness actions were carried out in a **decentralized** manner and in cooperation with organizations in the various member-states, specifically selected as National Awareness Partners (NAP).

With this network, the Commission hoped to achieve the following:

- \* to increase the potential number of users in the various member-states
- \* to carry out activities which take into account the specific national and regional characteristics
- \* to enable the various state members to exchange experiences
- \* to support a contact network which will favour action continuity
- \* to reduce the cost per contact
- \* to continue with awareness activities even after the Commission's support stops.

The activities of the National Awareness Partners have, since the outset, been oriented towards the following main areas:

- \* To advise the Commission on the need for appropriate campaigns in their region or country
- \* To carry out awareness activities directed at target groups
- \* To disseminate information on the Commission's activities in the area of the information services market
- \* To inform the Commission on the efficiency of the measures in relation to the objectives.

The main objectives of the National Awareness Partners (NAP) network is to strengthen the demand for electronic information products. In order to increase awareness of these products, the organizations integrated in the network provide training, supply information and are a knowledge resource for the promotion, in a proactive manner, of the advantages of using information in a creative way, so as to boost economic growth, reinforce the competitiveness of European businesses and contribute towards a better quality of life for every citizen.

To achieve this, their main target groups are the small and medium enterprises, as well as libraries and the further and higher education sector, and they help

users to identify the benefits of information and support them in adding value to information.

The NAP Network has been operational since September 1992 and now comprises 29 organizations in 17 countries: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Italy, Luxembourg, Norway, the Netherlands, Portugal, Spain, Sweden and United Kingdom. The network is supported by a Central Support Team (CST) in Luxembourg.

Through the Central Support Team, the Commission supports the activities of the NAP Network in:

- \* **Training** in the use of existing material and systems, namely ECHO (European Commission Host Organisation),
- \* **Assistance**, in the preparation of an Activity Plan, as well as of seminars and other actions
- \* **Regular meetings** of the Network partners in order to exchange experiences and discuss future activities
- \* **Promotional material**, leaflets, video, training packs, etc.
- \* **Information**: NAPs receive first-hand information on the various initiatives taken within the scope of information market policy, including invitations for Calls for Proposals.
- \* **Participation in the costs** of the activities carried out.

The introductory phase of the network took place in the Fall of 1992. During this period, NAPs were encouraged to make suggestions regarding the preparation of promotional material by the Central Support Team. An e-mail system between the various NAPs and the Central Support Team was implemented, and awareness activities were started in all member-states.

#### **4. The Technical Information Centre for Industry (CITI) of INETI (Instituto Nacional de Engenharia e Tecnologia Industrial)**

CITI, the Technical Information Centre for Industry is one of the scientific and technical centres of INETI (formerly LNETI), the National Institute for Engineering and Industrial Technology, the Portuguese largest R,D&D organization and the main provider of support to the industry's technological development.

INETI has good, modern facilities, and CITI has just moved to a new building in the campus, specifically built as an information centre so as to attract users from INETI, from the joint Science Park and from industry at large. A new library and information system is being installed. We also believe that, to be proactive, an information centre must be able to contribute to the stimulation of awareness and improvement of knowledge on information resources available. Rooms for seminars and hands-on training sessions are also available.

CITI's mission is to provide information services and products specifically tailored for internal users (INETI researchers and technical staff), as well as for

external users in industry and from academic environments, thus adding value and contributing to the modernization and technological innovation in the Portuguese industry.

CITI has established close links with industrial and entrepreneurial associations throughout the country, and has carried out several research projects on the creation of information systems and services to industry.

As one would expect, CITI has a high profile within the Portuguese Information Market and this has been reinforced through the activities performed, by CITI, first as NFP-National Focal Point, and then as NAP since September 1992.

Apart from the awareness activities and training directed at end-users, CITI also has a wide experience in training information specialists at various levels, having carried out joint programmes with the University of Sheffield, United Kingdom i.e. the MSc in Information Management, (which ran for two consecutive sessions Mar 1991 - Sept 1992 and Jun 1992 - Dec 1993), and the Diploma/MSc in Electronic Information Management (Sept 1994 - 1995).

## **5. CITI as the Portuguese NAP**

### **5.1. Activities**

#### **5.1.1. Target groups**

The main target groups for awareness activities have been SME's and universities (post-graduate students, lecturers and researchers). Knowing how important it is for future professionals to be aware of the value of information and the benefits they can reap by adding value to it, we explore the links between INETI with other R&D organizations and Universities in order to set up awareness activities. Moreover, as 90% of the Portuguese industrial fabric is made up of SME's, and INETI is an R&D organization geared to the technological development of industry in Portugal, we consider that SME's are our main target group in the coming years.

However, our experience is that it is difficult to reach and attract SME's to external activities not directly linked with their specific day-to-day business. The most efficient way of reaching this target is through the entrepreneurial associations (regional and national) we liaise with to set up the events.

These links with entrepreneurial associations allow us to provide as wide a geographic coverage of the country as possible.

### **5.2. Partners and intermediaries**

Apart from the national and regional associations used as partners to reach SME's, we use other partners and intermediaries to reach other target groups.

We look for cooperation with professional bodies (INCITE - Portuguese Association for Information Management and BAD - Portuguese Library Association) and, we also explore the contacts that we have with several Departments or Faculties in several Universities in the country.

### **5.3. Main events**

The main events organized by the Portuguese NAP are seminars, workshops and participation in conferences. We have found that these tend to be more cost-effective in comparison with exhibitions.

We know, from our monitoring arrangements that CITI's reputation in organizing workshops and seminars is respected. Not only are the facilities appropriate but, in general, the events are also considered well organized by the participants.

Nowadays, after two years as Portuguese NAP, INETI /CITI is frequently invited to participate in workshops and conferences all over the country and, in many cases, it is appropriate to include IMPACT as a topic.

### **5.4. Activities**

#### **i) Distribution or dissemination of information and material about IMPACT**

Different techniques are employed in the dissemination of information on IMPACT: **direct mailing, fact-sheet production, videotex, contact with the media.**

Direct and selective mailings are used to call immediate attention to information of a general nature already published or about to be published in the Official Journal, as well as to send documentation received from the CST. In order to avoid submerging the addressees with paper, on the one hand, and, on the other, to attract attention to the main facts, we produce a one page Fact Sheet with a summary of the essential information received.

From January 93 till June 1994, 10 Fact Sheets were produced and 15 mailings sent, with news and general information on IMPACT initiatives.

There were also several contact with the media, which resulted in the publication of various news, articles and interviews in the Portuguese press.

All information on IMPACT prepared by the Central Support Team and translated and adapted by us is available through the Portuguese Videotex system.

#### **ii) Awareness activities**

Actions which are specifically awareness-oriented are **seminars, workshops, participation in conferences, trade fairs and exhibitions.**

Particular attention has been given to this area, as it has proved to be very effective.

The aim of the **general awareness seminars** is to raise the interest of professional groups, chosen in accordance with selected target areas, in the use of electronic information services. All actions of the network members (currently SMEs, Universities and Libraries) are directed at these professional groups.

It is our experience that these actions should be organized jointly with other entities (entrepreneurial or professional associations) which have some connection with the group we are trying to reach. With the collaboration of industrial associations and the academia, CITI/INETI has organized seminars in various cities aimed at managers and senior personnel of SMEs, as well as MSc students.

**Workshops** on specific topics are another type of awareness action carried out. Among these, special mention is made of the workshop organized with the collaboration of the Publishers and Booksellers Association and the National Focal Point for the Libraries Program, in which the study on *New Opportunities for publishers in the electronic information services market* was presented to more than fifty professionals in this area.

A workshop devoted to *Multimedia and the future* was organized with the collaboration of AGARD/NATO and attended by a large number of participants.

*Groupware and organizational change* was discussed in a workshop organized in collaboration with ISEG - Institute for Economics and Management.

Besides these activities, we participate in conferences, seminars and other sessions where we feel that the presentation of IMPACT initiatives would be of interest.

**Trade Fairs and Exhibitions** are also effective ways of contacting and communicating with members of different professional groups. The Central Support Team of the NAP Network has prepared promotional material and equipment, including videos and a multimedia system, which are made available to the NAPs for these events.

### iii) **Market development**

**Dissemination of Calls for proposals, support to the search for partners and identification of market actors** are the actions directly oriented towards market development.

One of the NAP's permanent task is the update of a partners' database. To this effect, it systematically tries to identify the economic operators in this market.

The dissemination of the Calls for proposals is given immediate priority and all relevant parties, selected from the above-mentioned database, are approached.

One of the most sought-after actions is the assistance during the preparation of proposals, either in the search for partners or for clarification. This is done by telephone, by letter or in person. From January 1993 till June 1994, we replied to more than 300 queries.

#### **iv) Training**

With regard to training, IMPACT initiatives aim at training monitors, specialists and end-users.

CITI's wide experience in training information specialists has enabled it to act at two levels, both as a NAP and as a promoter and participant in projects.

As a NAP, we have collaborated with the Commission, disseminating and supporting actions such as:

**TRAIN-TRAIN project** - this initiative consisted in the preparation of support material and short 12-day courses directed at training trainers for future actions aimed at introducing electronic information services and encouraging the use thereof, in particular by SMEs. This was an action carried out in 1993, directed at the European Union's less favoured regions.

**TRAIN-NFP project, stimulation of universities** - this initiative is aimed at end-users, but presupposing that, in any type of activity, it is in the school/university that the habit of searching for available information, which is vital for well-informed decision-taking, is acquired.

In a first phase, pilot-actions will be carried out aimed at encouraging university lecturers to include in their normal syllabus the problems associated with the processing of and access to information, in particular regarding electronic information services.

This action is also directed at the European Union's less favoured regions and is currently in progress. The various NAPs have proposed several actions to this end.

In the case of NAP-Po, we organized a seminar during which we encouraged those potentially interested in this process, i.e., lecturers and librarians/heads of documentation centres or university libraries, to discuss this topic. At the same time, a questionnaire was sent to all higher education institutions in order to obtain data on courses or awareness actions already carried out.

Following these, CITI is going to implement training courses for lecturers in one or two Portuguese Universities, so that they will introduce the use of electronic information sources in their teaching modules.

Furthermore, INETI/CITI, participates, in a consortium with the University of Sheffield, United Kingdom, in the **TRAIN-ISS Project - Training of Information Services Specialists**, another training initiative supported by IMPACT. This is a longer project with the aim of training specialists who will later work with database producers and other information services providers, in the Less Favoured Regions of Europe.

It is envisaged that, with an increase in the number of qualified specialists, there will be a growth of the information services market in the less favoured regions, since the shortage of specialists is considered to be one of the causes of the low supply of this type of services and products in the LFRs.

The curricular structure of this course was presented in a seminar at the European Commission in Luxembourg attended by producers of European databases and other information services in November 1993. Their suggestions regarding the profile of the specialist required by the industry, were taken into account.

This course, within the TRAIN-ISS project, which began last September at University of Sheffield, is composed of a 9-month lecture period (at the University of Sheffield), followed by a one-month training in information industry organizations in United Kingdom, Ireland, France, Germany, Spain and Italy. The students attending the TRAIN-ISS programme come from seven countries of the less favoured regions of Europe's periphery and were selected in accordance with the criteria established by the University, and taking into account the suggestions made by each country's NAP. The successful completion of the course will entitle the students to a Diploma in Electronic Information Management from the University of Sheffield. Should they wish to do so, they may carry out a twelve-month research project and, if the corresponding dissertation is approved, they will be awarded an MSc degree in Electronic Information Management.

## **6. Conclusion**

After two years, the assessment of the activities of the NAP Network can be said to be very positive. There is no doubt that the decentralization of actions led to the multiplication of the number of contacts made within the market. On the other hand, the central co-ordination makes for an easier exchange of experiences which can be tested from country to country.

A large part of the NAP's activities are awareness activities aimed at the economic operators, particularly users, and their results are difficult to assess. In fact, it is not possible to establish a direct correlation between, for instance, a seminar and an increase in the number of users of electronic information services. It is, however, through demonstration/awareness activities especially prepared for selected audiences that the benefits derived from the use of these services are made known.

The assistance provided by the NAPs with regard to proposals is generally considered useful. However, applicants frequently have difficulty in preparing the proposals, and they would like to receive greater support from their NAP. Our task in this respect is to reply to queries, to clarify aspects relative to each call for proposals and to forward other queries to the person in the Commission responsible for the matter in question. We do not feel, however, that it is the NAP's function to have a more active advisory role in deciding the content of the proposals.

The National Awareness Partners network spread throughout the European Economic Area has undoubtedly contributed to the creation of a Common European Information Area, by extending awareness of electronic information services and the benefits of their use to a larger audience of real and potential information users. Its creation was a decision based on the assumption that to boost the information industry and the information market in Europe there was a need to undertake a proactive attitude towards the various market actors. Individual efforts at the organizational level should be accompanied by a comprehensive marketing strategy at national and European level aiming at stimulating the market, both from the demand and the supply side.

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**PUTTING THEORY TO PRACTICE: THE  
DEFENSE TECHNICAL INFORMATION  
CENTER (DTIC) EXPERIENCE**

**BY**

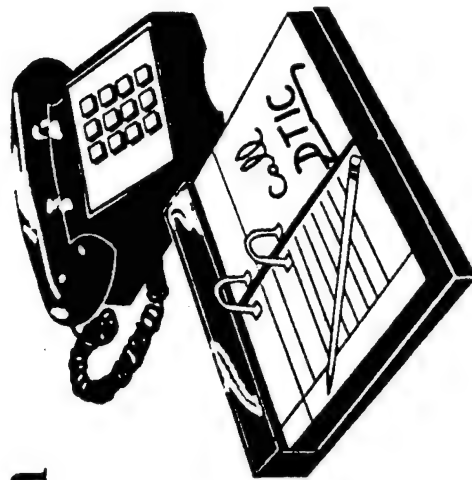
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# *Defense Technical Information Center*

## **Past Philosophy of Marketing**

- Call us and we will provide you with the information we have
- Customer service function only concentrated in specific offices
- Passive approach



*Excellence in Information Service*



## *Defense Technical Information Center*

### **Current Philosophy of Marketing**

- Each employee is a marketer

Administrator

Mail room clerk

Secretary

Budget officer

Complaints

Reference staff

Computer programmer

- Each customer is an individual with specific information requirements
- Active approach

*Excellence in Information Service*



# *Defense Technical Information Center*

## **Employee Empowerment**

### **Actions taken:**

Products and services manual

Internal communication channels

Training program

Support technology

*Excellence in Information Service*



# *Defense Technical Information Center*

## **Marketing Drivers**

- Products and Services Sales Decline
- Customer Service Questioned
- Customer Base Decrease

*Excellence in Information Service*



## *Defense Technical Information Center*

### **Products and Services Sales Decline**

Perceived Image vs Actual Product and  
Service Line Offerings

Fees Initiated for Free Products and Services

Lack of DTIC Awareness to Specific Subject/  
Information Format Interests of Customers

*Excellence in Information Service*



## ***Defense Technical Information Center***

### **Products and Services Sales Decline**

**Actions - Current and Proposed**

**Surveys**

**Focus groups**

**Outreach program**

**Specific product campaigns**

**Catalogs**

**Market segmentation**

**Advertising**

***Excellence in Information Service***



# *Defense Technical Information Center*

## **Customer Service Questioned**

Customer complaints

Employees' interviews identify gaps

Continuous internal review program

Integration of new technologies

Total Quality Management program

National Performance Review

*Excellence in Information Service*



# *Defense Technical Information Center*

## **Customer Service Questioned**

Actions to date

Help Desk established

Customer outreach activities expanded  
1-800 telephone number/voice mail installed  
Change in ordering and payment procedures  
New complaints process established  
Code of Service developed

*Excellence in Information Service*



# *Defense Technical Information Center*

## **Customer Base Decrease**

Downsizing effects on customer base

Defense budget cuts on contract awards impact  
contractor portion of customer base

Lack of campaign for reaching potential  
customers

*Excellence in Information Service*



# *Defense Technical Information Center*

## **Customer Base Decrease**

### **Actions to date**

**Outreach activities**

**Focus groups**

**Conference focus broadened**

**Potential contractors program**

**Small Business Innovation Research  
program service expanded**

**Internet access and training**

**Mosaic Home Pages developed**

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## *Defense Technical Information Center*

DTIC Home Page Address:



URL: <http://www.dtic.dla.mil/>

Defense Technical Information Web  
Home Page Address:



URL: <http://www.dtic.dla.mil/dtiw/>

Department of Defense Acquisition Workforce  
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URL: [http://www.dtic.dla.mil/acqed2/  
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